

3. The Planner's View: Top Level Scope

This chapter describes VA's major Enterprise Business Functions (EBF) and the Key Enabling Functions (KEF) with which these business functions are executed to carry out VA's primary mission "to serve veterans and their families." For the purpose of this document, the EBFs are the primary activities of VA and the KEFs are its support activities.

The fundamental principle underpinning the VA's approach to its One-VA Enterprise Architecture is that it is rooted in the needs of the major EBFs and the KEFs. The KEFs listed in this chapter are required to support the Enterprise Business Functions with which VA is mandated in order to fulfill its obligations to veterans. The ultimate goal is to more effectively and efficiently serve veterans and their families.

The subsections that follow describe each major EBF and KEF from a high level overview that conveys what subset of the overall VA enterprise the EBF/KEF accomplishes. The accompanying Tables following each EBF/KEF contain consolidated information that describes three essential items. These items are:

- **Applicable Drivers** – These are the internal and external factors that are the source for why the EBF/KEF exists within the enterprise, e.g., applicable drivers include legislation, VA policies and procedures, and VA strategic goals.
- **Key Data** – These tables show a high-level view of the information contained within the enterprise supporting the day-to-day activities for servicing veterans and managing VA's operations. This information is captured to identify areas within the enterprise where there is redundancy and/or conflict, presenting an opportunity for consolidating and integrating certain functions, data, and processes across the enterprise.
- **Primary Locations** – The VA enterprise is widely dispersed geographically. These tables describe key enterprise locations, identify specific service locations, and identify potential redundancies within the enterprise. These too may represent potential opportunities for streamlining the enterprise.

The result of this analysis clearly shows that there is significant duplication across the enterprise. The identified duplications indicate opportunities for integrating and consolidating them. Immediate priorities, such as Registration and Eligibility and Contact Management, are explored in later sections of this document. Other opportunities will be identified, prioritized, and addressed as an ongoing process to further refine and streamline the VA enterprise in subsequent fiscal years.

3.1 Compensation

Compensation is a monetary benefit administered by the Department of Veterans Affairs codified in the following laws and regulations:

- for disability benefits 38 USC 101 (13); 38 USC 1110; 38 USC 1155 and 38 CFR 3.321; and
- for survivor benefits, 38 USC 1121 and 38 USC 1310(a).

The Department of Veterans Affairs is responsible for administering benefits in a timely, efficient and compassionate manner.

As of end of month March 2002, there were 2,349,165 veterans in receipt of disability benefits totaling more than \$20,000,000,000. Additionally, payments were made on 307,526 separate accounts to survivors of veterans whose deaths were related to their service disabilities. In FY2002, VA expects to receive more than 150,000 original disability claims. It will also receive more than 420,000 claims for increased disability benefits.

The compensation process consists of six steps:

1. receive a claim
2. develop the claim
3. evaluate the claim
4. award the claim
5. notify the veteran
6. process appeal if filed

The eligibility process for compensation awards requires VA to collect the following information:

From the veteran:

1. a claim
2. dependency data
3. medical release forms
4. other pertinent records

From the Military:

1. service verification.
2. service medical records and retired pay/severance pay, if applicable.
3. other pertinent records relating to specific types of claims (i.e., radiation, stress or, line of duty, etc.)

From Medical Providers:

1. a VA or contract examination
2. inpatient, outpatient, office treatment reports
3. medical opinions

Compensation payments are made at 57 regional offices. There is one office in each state, except for Texas and New York that have two and California with three. VA also operates regional offices in the District of Columbia, San Juan, Puerto Rico and Manila, and the Republic of the Philippines. Additionally, the VBA operates more than 114 Benefit Delivery at Discharge sites in the United States, and one in Germany and Korea, which handle initial disability claims from certain separating service members.

3.1.1 Applicable Drivers

External Drivers	Description
Disability Benefit 38 U.S.C., 101 (13)	<p>This program provides compensation for veterans and dependents.</p> <p>Program Goals: To compensate for disability resulting from personal injury suffered or disease contracted in line of duty for aggravation of a preexisting injury or disease contracted in line of duty.</p>
Disability Benefit 38 U.S.C 1110	<p>Program Goals: To compensate for disability resulting from personal injury suffered or disease contracted in line of duty for aggravation of a preexisting injury or disease contracted in line of duty (from 10 U.S.C. 1110).</p>
Disability Benefit 38 U.S.C. 1151	<p>This program provides disability payments for veterans injured while receiving hospital care or vocational rehabilitation.</p> <p>Program Goals: To compensate for injury or death due to health care or vocational rehabilitation.</p>
Survivor Benefits 38 U.S.C. 1121	<p>This program provides survivor benefits to widow(er)s whose spouse died of a service connected condition prior to October 1, 1976.</p> <p>Program Goals: To provide a basic subsistence to surviving spouses and parents of service members or veterans who died during service or as a result of a service related disease or injury.</p>
Survivor Benefits 38 U.S.C. 1310(a)	<p>This program provides survivor benefits to widow(er)s whose spouse died of a service connected condition on or after October 1, 1976.</p> <p>Program Goals: To provide a basic subsistence to surviving spouses and parents of service members or veterans who died during service or as a result of a service related disease or injury.</p>

External Drivers	Description
Stakeholders/Customers	Veterans, service persons, dependents of certain service disabled or deceased veterans, disability community, Congress, Service Organizations, U.S. Social Security Admin, Office of Management and Budget, Depts. Of Veterans Affairs in other countries.

Internal Drivers	Description
VA Strategic Goal # 1	<p>Restore the capability of disabled veterans to the greatest extent possible and improve the quality of their lives and that of their families.</p> <p>Objective 1.2 – Improve the quality of life and economic status of service-disabled veterans and recognize their contribution and sacrifices made in defense of the Nation.</p> <p>Objective 1.4 – Ensure survivors of service-disabled veterans are able to maintain a minimum standard of living and income through compensation and education benefits.</p>
VA Enabling Goal #E.2	Recruit, develop, and retain a competent, committed, and diverse workforce that provides high quality service to veterans and their families.
VBA Strategic Goal I	Provide service members and veterans easy access to information on all benefits and services, through partnerships and technology.
VBA Strategic Goal II	Process requests for benefits and services rapidly and accurately through the use of technology, streamlined business processes and simplification of rules and regulations.
VBA Strategic Goal III	Develop a communication strategy that provides clear, timely and comprehensive dissemination of information to veterans and service members to highlight particular benefits services at various stages in their lives.
VBA Strategic Goal IV	Improve the quality of life and ease the transition of service members to civilian life by modifying existing benefits and designing new benefits to meet their needs and expectations.
VBA Strategic Goal V	Serve as a good steward of the resources entrusted to us with efficient and effective benefit programs and service delivery.
VBA Strategic Goal VI	Train and develop employees to meet the VBA's human capital requirements and develop a fully integrated workforce planning process that promotes the recruitment and retention of a committed and competent workforce.

3.1.2 Key High Level Data

Data Class	Description
Veteran personal data	<p>All personal information for a veteran used in supporting benefits distribution, including, but not limited to:</p> <ul style="list-style-type: none"> • name and address • SSN • family/dependents • marital status • medical status • death information <p>Create, Read, Update</p>
Service data	<p>Information on a veteran's service record provided by DOD, e.g., DD214 or equivalent, and the following:</p> <ul style="list-style-type: none"> • reserve and guard participation • retired pay or severance pay • hazardous agent exposure
Medical records	<ul style="list-style-type: none"> • service medical records (field record) • military clinical records • VA and other federal government health records • vocational rehabilitation and employment records • line of duty investigations
Medical records external to VA	<ul style="list-style-type: none"> • private physician records to include psychologist reports • private hospital records • state or local government hospital treatment records
Police records concerning injury	<ul style="list-style-type: none"> • incarceration at federal state or local facility • fugitive felon status • investigative reports for some accident
Guardian information	<ul style="list-style-type: none"> • court proceedings of guardianship • field examinations • appointment and bonding of fiduciaries • annual accountings • records of supervisory visits and how the visit was conducted • estate information

Data Class	Description
Veteran Dependent Data	<p>All personal information for a veteran's dependents and family members used in supporting benefits distribution, including, but not limited to:</p> <ul style="list-style-type: none"> • name and addresses • SSN • age • school status • relationship to veteran • medical status <p>Create, Read, Update</p>
Federal agency information (sensitive)	Veteran-specific information from other agencies, e.g., SSA, DOD, used in assessment of benefits claims, fraud detection, and other purposes.
Federal agency information (non-sensitive)	<p>Veteran-specific information from other agencies, e.g., IRS, of a highly sensitive/confidential nature used in assessment of benefits claims, fraud detection, and other purposes. This information will require special handling and protection.</p> <p>Read</p>
List of veterans from DOD, VHA	<p>specific lists of veterans from DOD to include:</p> <ul style="list-style-type: none"> • in country Vietnam veterans • in country southwest Asia veterans • POWs • chemical exposure individuals • current records • similar types of records • specific lists from the VHA to include all of the registers to include the agent orange register, tumor register, homeless veteran rosters, etc.
Account History	<p>Specific information related to a veteran's account with a VA program, which is used to support the delivery of services to the veteran and management of the overall program. Information will include:</p> <ul style="list-style-type: none"> • name (identity) of the veteran (to link to personal data) • case/account number • name (identity) of beneficiary • veteran contact history • eligibility determination information • benefit information

Data Class	Description
Eligibility Information	<p>Information compiled by a VA organization used in deciding on an applicant's eligibility for a program benefit, and in assessing the level of benefit.</p> <p>State and Federal Benefits information software to assist in identifying sources of assistance for inquiring veterans.</p>

3.1.3 Primary Locations

Facility	Description
Austin TX Automation Center	Location of BIRLS, NUMA Q for CAPS & MAP-D, VADS activity.
St. Louis RMC	Records storage repository for inactive veteran records, service medical records, liaison with NPRC.
Regional Offices	57 sites capable of delivering full range of C&P functions.
Benefit Delivery and Discharge Centers	<p>125 sites in the US and 2 overseas which conduct claim taking, examination, rating and awarding to separating service members. Used in three models:</p> <ul style="list-style-type: none"> • full function mini office • full time outreach, claims taking, counseling with rating done at the regional office • itinerant outreach/claims taking
General Counsel	Group 7 represents before CAVC
Board of Veterans Appeals	<p>VA's final in-house appellate body that reviews cases and determines if VA has made the correct determination.</p> <p>The BVA reviews the process and determines if the Government has made the proper decision.</p>
6 Public Affairs Offices	Charged with handling public affairs in their assigned areas.
Washington	Responsible for overall public affairs.
Austin and Hines	Mail distribution.
VA Central Office	Washington, D.C.
Nashville	A part of the quality review staff is out-based in Nashville.

3.2 Pension

The legal authority for non-service connected disability pension and survivor pension is found in Chapter 15 of Part II of 38 USC. Implementing regulations for these programs are found in Parts III and IV of 38 CFR. The procedural guidance to administer the programs is found in the C&P procedures manual M21-1. Office of General Counsel Precedent Opinions and Precedent Opinions of the Court of Appeals for Veterans Claims, the Appeals Court for the Federal District and the United States Supreme Court further affect the administration of these benefits.

The pension benefits currently administered by the Department of Veterans Affairs are codified in 38 USC 101 (15) and PL 95-588. The Department currently administers five needs based programs. These include:

1. Old Law Pension (both veteran and survivor).
2. Section 306 Pension (both veteran and survivor).
3. Improved Law Pension (both veteran and survivor).
4. Death compensation.
5. Parents Dependency Indemnity Compensation (DIC).

Internal drivers include the Congress, Service Organizations, the disability community, state income maintenance programs and other federal agencies such as Social Security and IRS.

As of end of month March 2002, there were 345,044 veterans in receipt of disability pension benefits. Additionally payments were made on 234,411 separate accounts to survivors. Expenditures will exceed \$3,000,000,000 for these programs. In FY2002, VA expects to receive more than 74,000 original claims both veteran disability and survivor pension claims. It will also receive more than 50,000 claims for increased disability benefits.

Pension is paid to disabled wartime veterans whose conditions are not related to service and who have income below specified levels. Programs 1, 2 and 4 listed above are "protected" programs where the rates are frozen and little activity occurs. They are also rapidly declining programs since the average age of the beneficiaries is over 80 years.

Improved pension is a complex program that is offset dollar for dollar with income from other non-welfare sources. Adjustments to benefits are made the month following the month in which the change in income or dependency status occurs. There is significant secondary handling of these claims. Due to their complexity and the short time frames to adjust accounts, administration of these programs is also error prone and overpayments are common.

The following procedures are involved in the administration of pension benefits:

1. receive a claim.
2. develop the claim.
3. evaluate the claim.
4. award the claim.
5. notify the veteran.
6. process appeal if filed.

In addition, significant work activity in the administration of these programs is performed through matching programs with other agencies and internal requests to claimants for documentation of assertions.

Pension payments are currently made at 57 regional offices. VA is currently transitioning to three Pension Centers located in Philadelphia, Milwaukee and St. Paul. This change is being made because the pension programs are characterized by aging populations and declining rolls. VA anticipates that the pension rolls will level off at approximately 350,000 beneficiaries within the next five years. Specialization in the needs based programs, all of which are extremely complex and error prone, at a limited number of sites has been determined to be the best method of delivering these programs.

3.2.1 Applicable Drivers

External Drivers	Description
Disability Benefit 38 U.S.C., 101 (15); PL 95-588	Six programs are administered by the VBA. They are: <ul style="list-style-type: none"> • Old Law Pension (both veteran and survivor) • Section 306 Pension (both veteran and survivor) • Improved Law Pension (both veteran and survivor) Program Goals: To assure a minimum income for wartime veterans who are disabled from non service connected conditions who have limited assets.
Disability Benefit 38 U.S.C 101 (13)	Program Goals: To assure a minimum income for wartime veterans who are disabled from non-service connected conditions who have limited assets (from 10 U.S.C. 101(15) and PL 95-588).
Disability Benefit 38 U.S.C. 1110	Program Goals: To assure a minimum income for wartime veterans who are disabled from non-service connected conditions and have limited assets (from 10 U.S.C. 101(15) and PL 95-588).
Survivor Benefits 38 U.S.C. 1121	This program provides survivor benefits to widow(er)s of wartime veterans who died prior to January 1, 1977. Program Goals: To provide a basic subsistence to surviving spouses and parents of service members or veterans who died during service or as a result of a service related disease or injury.
Survivor Benefits 38 U.S.C. 1310(a)	This program provides survivor benefits to widow(er)s of Wartime veterans. Program Goals: To provide a basic subsistence to surviving spouses and parents of service members or veterans who died during service or as a result of a service related disease or injury.

External Drivers	Description
Stakeholders/Customers	Veterans, dependents of certain service disabled or deceased veterans, disability community, Congress, Service Organizations, U.S. Social Security Admin, Office of Management and Budget, Departments of Veterans Affairs in other countries.

Internal Drivers	Description
VA Strategic Goal # 1	<p>Restore the capability of disabled veterans to the greatest extent possible and improve the quality of their lives and that of their families.</p> <p>Objective 1.2 – Improve the quality of life and economic status of service-disabled veterans and recognize their contribution and sacrifices made in defense of the Nation.</p> <p>Objective 1.4 – Ensure survivors of service-disabled veterans are able to maintain a minimum standard of living and income through compensation and education benefits.</p>
VA Enabling Goal #E.2	Recruit, develop, and retain a competent, committed, and diverse workforce that provides high quality service to veterans and their families.
VBA Strategic Goal I	Provide service members and veterans easy access to information on all benefits and services, through partnerships and technology.
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VBA Strategic Goal III	Develop a communication strategy that provides clear, timely and comprehensive dissemination of information to veterans and service members to highlight particular benefits services at various stages in their lives.
VBA Strategic Goal V	Serve as a good steward of the resources entrusted to us with efficient and effective benefit programs and service delivery.
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3.2.2 Key High Level Data

Data Class	Description
Veteran personal data	<p>All personal information for a veteran used in supporting benefits distribution, including, but not limited to:</p> <ul style="list-style-type: none"> • name and address • SSN • family/dependents • marital status • medical status • death information <p>Create, Read, Update</p>
Service data	<p>Information on a veteran's service record provided by DOD, e.g., DD214 or equivalent, and the following:</p> <ul style="list-style-type: none"> • wartime service • retired pay status • reserve/guard participation • return to active duty
Medical records	<ul style="list-style-type: none"> • VA and other federal government health records • line of duty investigations • VA follow up (routine future) exams • VA treatment reports
Medical records external to VA	<ul style="list-style-type: none"> • private physician records to include psychologist reports • private hospital records • state or local government hospital treatment records
Police records concerning injury	<ul style="list-style-type: none"> • incarceration at federal state or local facility • fugitive felon status • investigative reports for some accident
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Data Class	Description
Veteran Dependent Data	<p>All personal information for a veteran's dependents and family members used in supporting benefits distribution, including, but not limited to:</p> <ul style="list-style-type: none"> • name and addresses • SSN • age • school status • relationship to veteran • medical status <p>Create, Read, Update</p>
Federal agency information (sensitive)	Veteran-specific information from other agencies, e.g., SSA, DOD, used in assessment of benefits claims, fraud detection, and other purposes.
Federal agency information (non-sensitive)	<p>Veteran-specific information from other agencies, e.g., IRS, of a highly sensitive/confidential nature used in assessment of benefits claims, fraud detection, and other purposes. This information will require special handling and protection.</p> <p>Read</p>
List of veterans from DOD, VHA	<p>Specific lists of veterans from DOD to include:</p> <ul style="list-style-type: none"> • in country Vietnam veterans • in country southwest Asia veterans • POWs • chemical exposure individuals • current records • similar types of records • specific lists from VHA to include all of the registers to include the agent orange register, tumor register, homeless veteran rosters, etc.
Account History	<p>Specific information related to a veteran's account with a VA program, which is used to support the delivery of services to the veteran and management of the overall program. Information will include:</p> <ul style="list-style-type: none"> • name (identity) of the veteran (to link to personal data) • case/account number • name (identity) of beneficiary • veteran contact history • eligibility determination information • benefit information

Data Class	Description
Eligibility Information	Information compiled by a VA organization used in deciding on an applicant's eligibility for a program benefit, and in assessing the level of benefit. State and Federal Benefits information software to assist in identifying sources of assistance for inquiring veterans.
STAR Sheets	Employee and office information.
Economic Projections	Market, demographic, macro and micro-economic, historical usage and other data statistics, and analyses used to support long range forecasts, projections, and assessments of VA's benefits and claims volumes, program costs and funding requirements, legislation development, and other strategic program management functions.

3.2.3 Primary Locations

Facility	Description
Austin TX Automation Center	Location of BIRLS, NUMA Q for CAPS & MAP-D, VADS activity.
St. Louis RMC	Records storage repository for inactive veteran records, service medical records, liaison with NPRC.
Regional Offices	57 sites capable of delivering full range of C&P functions.
General Counsel	Group 7 represents before CAVC.
Board of Veterans Appeals	VA's final in-house appellate body that reviews cases and determines if VA has made the correct determination. The BVA reviews the process and determines if the Government has made the proper decision.
6 Public Affairs Offices	Charged with handling public affairs in their assigned areas.
Washington	Responsible for overall public affairs.
Austin and Hines	Mail distribution.
VA Central Office	Washington, D.C.
Nashville	A part of the quality review staff is out-based in Nashville.

3.3 Vocational Rehabilitation and Employment

The Vocational Rehabilitation and Employment Service provides benefits and assistance to eligible service-connected disabled veterans to help them obtain and maintain suitable employment or independence in daily living.

The Vocational Rehabilitation and Employment Service mission is accomplished by providing a range of direct and supportive services. These include: Comprehensive evaluation of rehabilitation needs (vocational or independent living); training and employment services to obtain/maintain suitable employment; and independent living

services (to include training and specialized equipment) to attain independence in activities of daily living.

The Vocational Rehabilitation and Employment Service provides rehabilitation services to approximately 65,700 disabled veteran participants per year.

Before a service-disabled veteran may receive training and rehabilitation services under Title 38, United States Code, 3100 (Chapter 31) three basic requirements must be met:

- (1) the Department of Veterans Affairs must first find that the veteran has basic entitlement to services (Authority: 38 U.S.C. 3102);
- (2) the services necessary for training and rehabilitation must be identified by the Department of Veterans Affairs and the veteran (Authority: 38 U.S.C. 3106);
- (3) an individual written plan must be developed by the Department of Veterans Affairs and the veteran describing the goals of the program and the means through which these goals will be achieved (Authority: 38 U.S.C. 3107).

Stakeholders and customers of the programs administered by Vocational Rehabilitation and Employment Service include veterans, service persons, dependents of certain eligible veterans, Veterans Health Administration, State Approving Agencies, Congress, Departments of Defense, Labor and Education, Office of Management and Budget and other VA elements.

To process claims and provide Chapter 31 services, the following high level functions are performed:

- Claims Processing:
 - process applications for benefits
 - determine basic eligibility (qualifying service and service-connected disability)
 - determine entitlement (need for rehabilitation services - vocational or independent living)
 - appeals processing
 - authorize rehabilitation services based on individual need of veteran to include:
 - training
 - medical
 - supportive
 - improvement in activities of daily living
 - equipment/tools
 - licensure/certification
 - case management/counseling services

- Case Management:
 - process enrollment certifications from training/rehabilitation institution
 - calculate and maintain entitlement
 - determine and pay benefits to veteran
 - authorize payment for training/rehabilitation institution costs (tuition/fees/supplies, etc.)
 - authorize payment for other rehabilitation services (medical/supportive)
 - maintain accurate records/notes in electronic case management program
 - provide employment assistance
 - establish and maintain post-employment follow-up with veteran/employer through declaration of rehabilitation (outcome)
 - determine whether veteran's chapter 31 program will be interrupted or discontinued for failure to progress toward goal and follow mandatory procedures in interrupting or terminating benefits, informing the veteran of the decision and providing appeal rights
- customer service (interaction with federal, state and local partner agencies)
- quality assurance
- outreach to veterans who receive new or increased service-connected disability ratings; or who have interrupted/discontinued their programs
- assist school certifying officials

The following general information categories are involved in the administration of the Vocational Rehabilitation and Employment program:

- personal information (name, SSN, claim, number, address, etc.)
- medical information
- service information
- training/occupational/vocational history
- current employment and salary
- entitlement information
- enrollment information
- award (payment) information
- facility (payment) information
- training/rehabilitation service (progress/outcome) information
- compensation & pension rating information
- labor market information
- TAP/DTAP interaction

The Vocational Rehabilitation and Employment Service processes claims in 57 Regional Offices with out-based offices. Staff consists of Counseling Psychologists, Vocational Rehabilitation Counselors, Employment Specialists, and Support Staff. The program

contracts with approximately 2300 service providers in different phases of the evaluation/rehabilitation service provision phases/employment assistance.

3.3.1 Applicable Drivers

External Drivers	Description
Training and Rehabilitation for Veterans with Service-Connected Disabilities, 38 U.S.C., Chapter 31	<p>A service-disabled veteran may receive training and rehabilitation services under Title 38, U.S.C., 3100 (Ch 31), when these three basic requirements exists: 1. The Department of Veterans Affairs finds that the veteran has basic entitlement to services (38 U.S.C., 3102); 2. The services necessary for training and rehabilitation are identified by VA and the veteran (38 U.S.C., 3106); 3. An individual written plan is developed by VA and the veteran describing the goals of the program and the means through which these goals will be achieved (38 U.S.C., 3107).</p> <p>Program Goals: This program provides benefits and assistance to eligible service-connected disabled veterans to help them obtain and maintain suitable employment or independence in daily living.</p>

Internal Drivers	Description
VA Strategic Goal #2	<ul style="list-style-type: none"> • assist veterans in readjusting to civilian life by enhancing their ability to achieve educational and career goals. • improve benefits and service satisfaction. • reduce the blocked call rate and the abandoned call rate. • improve payment accuracy. • improve average time to process claims. • reduce administrative cost to serve VA educational beneficiaries.
VA Enabling Goal E.2	<p>Recruit, develop, and retain a competent, committed and diverse workforce that provides high quality services to veterans and their families.</p> <p>Improve employee education skills and increase the percentage of employees who are satisfied with their job.</p>
VBA Strategic Goal I	Provide service members and veterans easy access to information on all benefits and services, through partnerships and technology.

Internal Drivers	Description
VBA Strategic Goal II	Process requests for benefits and services rapidly and accurately through the use of technology streamlined business processes and simplification of rules and regulations.
VBA Strategic Goal III	Develop a communication strategy that provides clear, timely and comprehensive dissemination of information to veterans and service members to highlight particular benefits services at various stages in their lives.
VBA Strategic Goal IV	Improve the quality of life and ease the transition of service members to civilian life by modifying existing benefits and designing new benefits to meet their needs and expectations.
VBA Strategic Goal V	Serve as a good steward of the resources entrusted to us with efficient and effective benefit programs and service delivery.
VBA Strategic Goal VI	Train and develop employees to meet the VBA's human capital requirements and develop a fully integrated workforce planning process that promotes the recruitment and retention of a committed and competent workforce.
Code of Federal Regulations (CFR) - 38 CFR Part 21	Provides rules governing the Vocational Rehabilitation and Employment program. These regulations govern the eligibility, entitlement, and authorization of services to veterans and eligible service members.
Vocational Rehabilitation and Employment Service Procedures Manual (M28-1)	Procedures governing operations at VA Regional Offices in processing claims and administering benefits and services.
Training/User Guides	Various documentation supporting the use and maintenance of applications by field personnel in support of the Vocational Rehabilitation and Employment program.

3.3.2 Key High Level Data

Data Class	Description
Veteran Personal Data	<p>All personal information for a veteran used in supporting benefits distribution, including, but not limited to:</p> <ul style="list-style-type: none">• name and address• SSN• current occupation• salary• family/dependents• marital status• medical status <p>Read, update</p>
Veteran Medical Records	<p>Information on the state of a veteran's health, prior medical history, prior care and procedures, available from DOD, VA/VHA, and other sources.</p>
Service Data	<p>Information on a veteran's service record provided by DOD, e.g., DD214 or equivalent.</p>
Account Information – Vocational Rehabilitation and Employment Services (Master Record)	<p>Specific information related to a veteran's account with a VA program, which is used to support the delivery of services to the veteran and management of the overall program. Information will include:</p> <ul style="list-style-type: none">• name (identity) of the veteran (to link to personal data)• case/account number• name (identity) of beneficiary• veteran contact history• eligibility determination information• benefit information <p>Create</p>
Eligibility Determination Data	<p>Information compiled by a VA organization used in deciding on an applicant's eligibility for a program benefit, and in assessing the level of benefit.</p>

Data Class	Description
Account Information – Vocational Rehabilitation and Employment Services (Master Record)	<p>Specific information related to a veteran's account with a VA program, which is used to support the delivery of services to the veteran and management of the overall program. Information will include:</p> <ul style="list-style-type: none"> • name (identity) of the veteran (to link to personal data) • case/account number • name (identity) of beneficiary • veteran contact history • eligibility determination information • benefit information <p>Read, update</p>
Benefit Data – Vocational Rehabilitation and Employment Services	<p>Information intended for widespread distribution to veterans as part of VA promotion, marketing, and outreach activities for specific benefits programs.</p> <p>Each VA function area or program may have its own information and distribution strategy (for outreach), and may cooperate with other VA organizations.</p> <p>Read</p>
Educational Program Approval Information	<p>List of approved courses, effective dates, types of training. This information includes such things as facility code, objective code, and training type.</p> <p>Create, Read, Update</p>
Rehabilitation Program Approval Information	<p>Institution certifications, licenses, approval information.</p> <p>Create, Read, Update</p>
Veteran Service Data	<p>This information includes such items as name, social security number, address, date of birth, date of death, time in service, character of discharge, and disability rating.</p>
Economic projections	<p>Trends, statistical analysis of lender information and lender account information and status of loans.</p> <p>Read</p>
Customer Satisfaction Surveys	<p>Results from VA customer service surveys on all VA services.</p> <p>Read</p>

3.3.3 Primary Locations

Facility	Description
57 Regional Offices	Any of the 57 regional offices can be involved in eligibility determination.
VA Central Offices	Washington, D.C. Program and data integrity.
Separation Centers	Main sites for DOD/VA contacts with separating service members.
VBA Headquarters	Site of VBA activity Washington, D.C.

3.4 Education

The Educational Assistance Program honors and rewards veterans, service members, reservists, survivors and eligible dependents for sacrifices made in military service to the United States by assisting them in achieving their educational or vocational goals. This mission is accomplished by providing financial assistance, generally in the form of monthly benefit payments, as mandated in Title 38 USC. Educational benefits became available under the Servicemen's Readjustment Act of 1944. This law has made possible the investment of billions of dollars in education and training for millions of veterans, and the nation has in return earned many times its investment in increased taxes and a dramatically changed society.

The Education Service administers seven programs providing financial assistance to veterans and eligible beneficiaries for their education and training. The Montgomery GI Bill (MGIB), consisting of both an Active Duty and a Selected Reserve program, accounts for almost 90 percent of VA education beneficiaries. The seven programs are:

1. Montgomery GI Bill – Active Duty Educational Assistance Program (MGIB), 38 U.S.C., Chapter 30. This program provides educational assistance for veterans and servicepersons. There are 14 distinct eligibility categories that depend on when an individual entered service and other factors. A \$1,200 pay reduction is required for most of the eligibility categories. Program Goals (from 38 U.S.C 3001): (1) to help individuals readjust to civilian life; (2) to help individuals afford higher education; (3) to provide recruitment and retention incentives for the military; (4) to enhance the Nation's competitiveness.
2. Montgomery GI Bill – Selected Reserve Educational Assistance Program (MGIB), 10 U.S.C., Chapter 1606. This program provides educational assistance for reservists who sign up for at least a 6-year obligation and meet other requirements. Program Goal (from 10 U.S.C. 3501): To encourage membership in the Selected Reserve.

3. Post-Vietnam Era Veterans' Educational Assistance Program (VEAP), 38 U.S.C., Chapter 32. This program provides educational assistance for veterans and servicepersons who entered active duty from January 1, 1977 through June 30, 1985. Individuals were required to make contributions to receive benefits. Benefits were set at 3 times the amount contributed. Program Goals (from 38 U.S.C 3201): (1) to provide educational assistance; (2) to help individuals afford higher education; (3) to help recruitment for the military.
4. Survivors' and Dependents' Educational Assistance (DEA), 38 U.S.C., Chapter 35. This program provides educational assistance to the dependents of certain veterans who died in service or were totally disabled because of service. Program Goals (from 38 U.S.C. 3501): (1) to provide educational opportunities for children of certain veterans; (2) to help spouses and surviving spouses achieve a standard of living comparable to what the veteran would have provided had he or she lived.
5. Educational Assistance Test Program (Section 901). Section 901 is a noncontributory test program, funded by DOD, in which selected individuals, and in some cases their dependents, receive educational assistance and possibly also a subsistence allowance while training at accredited educational institutions.
6. Educational Assistance Pilot Program (Section 903). Section 903 is a modified VEAP program. Participation was limited to selected individuals who enlisted in, re-enlisted in, or contracted with an Armed Service under a delayed enlistment agreement between November 30, 1980, and October 1, 1981.
7. Omnibus Diplomatic Security and Anti-Terrorism Act of 1986, Public Law 99-399. This program, referred to as the Antiterrorism Act, was effective January 21, 1981. It provides education benefits to former captives taken during hostile action due to their relationship with the United States. The program also provides benefits for their family members. VA does not currently have anyone receiving benefits under this program.

The goals of the Educational Assistance Program are:

- assist veterans in readjusting to civilian life by enhancing their ability to achieve educational and career goals.
- improve benefits and service satisfaction.
- reduce the blocked call rate and the abandoned call rate.
- improve payment accuracy.
- improve average time to process claims.
- reduce administrative cost to serve VA education beneficiaries.

- recruit, develop, and retain a competent, committed and diverse workforce that provides high quality service to veterans and their families.
- improve employee education skills and increase the percentage of employees who are satisfied with their job.

Stakeholders and customers of the programs administered by the Education Service include veterans, service persons, reservists, dependents of certain service disabled or deceased veterans, National Guard, State approving agencies, Congress, Departments of Defense, Labor and Education, Office of Management and Budget and other VA elements.

The seven Educational Assistance Programs administered by the Education Service, perform the following high level functions:

1. eligibility determination
2. account maintenance
3. program integrity
4. appeals
5. outreach
6. external service provider approval
7. program management
8. customer service

The following general information categories are involved in the administration of the Educational Assistance Program:

1. veteran personal (claimant) information
2. veteran dependent information
3. service information
4. entitlement information
5. enrollment information
6. training facility (school) information
7. program approval information
8. payment (award) information
9. finance and accounting information
10. reporting information
11. compensation and pension rating information
12. employee information

Education claims processing has been consolidated into four of VBA's Regional Offices. These locations are:

1. Atlanta, GA
2. Buffalo, NY
3. Muskogee, OK
4. St. Louis, MO

Education Service also provides support and training to educational institutions through the use of Education Liaison Representatives that are out-based or located at one of the VBA's Regional Offices. Other locations where education activities are conducted include, Contract Site (State Approving Agencies), Board of Veterans Appeals, Central Office, Out-based Employees and Department of Defense.

3.4.1 Applicable Drivers

External Drivers	Description
Montgomery GI Bill – Active Duty Educational Assistance Program (MGIB), 38 U.S.C., Chapter 30	<p>This program provides educational assistance for veterans and servicepersons. There are 14 distinct eligibility categories that depend on when an individual entered service and other factors. A \$1,200 pay reduction is required for most of the eligibility categories.</p> <p>Program Goals: (1) To help individuals readjust to civilian life; (2) To help individuals afford higher education; (3) To provide recruitment and retention incentives for the military; (4) To enhance the Nation's competitiveness (from 38 U.S.C 3001).</p>
Montgomery GI Bill – Selected Reserve Educational Assistance Program (MGIB), 10 U.S.C., Chapter 1606	<p>This program provides educational assistance for reservists who sign up for at least a 6-year obligation and meet other requirements.</p> <p>Program Goals: To encourage membership in the Selected Reserve (from 10 U.S.C. 3501).</p>
Post-Vietnam Era Veterans' Educational Assistance Program (VEAP), 38 U.S.C., Chapter 32	<p>This program provides educational assistance for veterans and servicepersons who entered active duty from January 1, 1977 through June 30, 1985. Individuals were required to make contributions to receive benefits. Benefits were set at 3 times the amount contributed.</p> <p>Program Goals: (1) To provide educational assistance; (2) To help individuals afford higher education; (3) To help recruitment for the military (from 38 U.S.C 3201).</p>

External Drivers	Description
Survivors' and Dependents' Educational Assistance (DEA), 38 U.S.C., Chapter 35	<p>This program provides educational assistance to the dependents of certain veterans who died in service or were totally disabled because of service.</p> <p>Program Goals: (1) To provide educational opportunities for children of certain veterans; (2) To help spouses and surviving spouses achieve a standard of living comparable to what the veteran would have provided had he or she lived (from 38 U.S.C. 3501).</p>
Educational Assistance Test Program (Public Law 96-342, Section 901)	Section 901 is a noncontributory test program, funded by DOD, in which selected individuals, and in some cases their dependents, receive educational assistance and possibly also a subsistence allowance while training at accredited educational institutions.
Educational Assistance Pilot Program (Public Law 96-342, Section 903)	Section 903 is a modified VEAP program. Participation was limited to selected individuals who enlisted in, reenlisted in, or contracted with an Armed Service under a delayed enlistment agreement between November 30, 1980, and October 1, 1981.
Omnibus Diplomatic Security and Anti-Terrorism Act of 1986, Public Law 99-399	This program, referred to as the Antiterrorism Act, was effective January 21, 1981. It provides education benefits to former captives taken during hostile action due to their relationship with the United States. The program also provides benefits for their family members. VA does not currently have anyone receiving benefits under this program.
Stakeholders/Customers	Veterans, service persons, reservists, dependents of certain service disabled or deceased veterans, National Guard, State approving agencies, Congress, Departments of Defense, Labor and Education, Office of Management and Budget and other VA elements.

Internal Drivers	Description
VA Strategic Goal #2	<ul style="list-style-type: none"> • assist veterans in readjusting to civilian life by enhancing their ability to achieve educational and career goals. • improve benefits and service satisfaction. • reduce the blocked call rate and the abandoned call rate. • improve payment accuracy. • improve average time to process claims. • reduce administrative cost to serve VA education beneficiaries.

Internal Drivers	Description
VA Enabling Goal E.2#	<p>Recruit, develop, and retain a competent, committed and diverse workforce that provides high quality service to veterans and their families.</p> <p>Improve employee education skills and increase the percentage of employees who are satisfied with their job.</p>
VBA Strategic Goal I	Provide service members and veterans easy access to information on all benefits and services, through partnerships and technology.
VBA Strategic Goal II	Process requests for benefits and services rapidly and accurately through the use of technology, streamlined business processes and simplification of rules and regulations.
VBA Strategic Goal III	Develop a communication strategy that provides clear, timely and comprehensive dissemination of information to veterans and service members to highlight particular benefits services at various stages in their lives.
VBA Strategic Goal IV	Improve the quality of life and ease the transition of service members to civilian life by modifying existing benefits and designing new benefits to meet their needs and expectations.
VBA Strategic Goal V	Serve as a good steward of the resources entrusted to us with efficient and effective benefit programs and service delivery.
VBA Strategic Goal VI	Train and develop employees to meet the VBA's human capital requirements and develop a fully integrated workforce planning process that promotes the recruitment and retention of a committed and competent workforce.
Code of Federal Regulations (CFR) – 38 CFR Part 21	Provides rules governing the Education Program. These regulations govern the administration and payment of educational benefits to veterans, reservist and eligible persons.
Education Procedures Manual (M22-4).	Procedures governing operations at education regional processing offices.
Training/User Guides	Various documentation supporting the use and maintenance of applications by field personnel in support of the Educational Assistance Program.

3.4.2 Key High Level Data

Data Class	Description
Veteran (Claimant) Information	Education service pays benefits to veterans, service personnel, reservist, and eligible persons (spouse, dependents and citizens). This information includes such items as name, social security number, address, date of birth, date of death, electronic funds transfer, disability rating (if applicable) and initial rating notification date. Create, Read, Update
Service Information	Service-related information used in determining eligibility for educational assistance. This information includes such items as branch of service, entered on duty date, released from active duty date, active duty for training, type of discharge, retired/separated, separation reason, selected reserve periods, and separation reason from the selective reserve. Create, Read, Update
Veteran Dependent Information	In some cases, a veteran's dependents are eligible to receive educational assistance. In order to make this determination VA required information about the veterans spouse and dependents. This information includes name, social security number, address, date of birth, electronic funds transfer, and relationship to veteran, veteran's disability rating and initial rating notification date. Create, Read, Update
School Information	Certification information from the training institution. This information is sent for the school to certify the trainee's enrollment in an approved VA program. This information. This information includes training institution name, training institution address, program, credit hours, and facility code, beginning term date and ending term date. Create, Read, Update
Entitlement Information	Information relating to the applicant's entitlement. This information includes: Create, Read, Update
Program Approval Information	List of approved courses, effective dates, and type of training. This information includes such things as facility code, objective code, and training type. Read

Data Class	Description
Payment Information	Information about payments to the veteran or beneficiary. This information includes payment rate amount, kicker amount, and adjustments. Create, Read, Update
Training Institution	Certification information from the training institution. Schools send this information to VA to certify the trainee's enrollment or change in enrollment. This information includes the institution's name and address, the trainee's name, address and Social Security Number, name of program, prior credit, number of credit or clock credit hours, facility code, beginning and ending dates of terms or other enrollment periods as well as special data from flight schools, correspondence schools, employers offering apprenticeship and other on-the-job training, and organizations offering licensing or certification tests. Read, Update
Employee Information	Information about VA's employees that have access to the data and processes involved in processing education cases. This information would include such items as name, social security number, employee number, and security level. Read
Benefit Information	Information about the various benefits provided by the Department of Veteran Affairs. This includes information about health care, home loans, insurance, education, compensation, pension and vocational rehabilitation. The information covers areas such as eligibility requirements, entitlement and how to apply for the program.
Demographic Data	Information about current and future participants in the Educational Assistance Program. Create, Read, Update

3.4.3 Primary Locations

Facility	Description
Regional Processing Office	Education benefits processing has been consolidated into four VBA Regional Offices. The offices are: Atlanta, GA; Buffalo, NY; Muskogee, OK; and St. Louis, MO.
Board of Veterans Appeals	VA's oversight group that reviews cases and determines if VA has made the correct determination. BVA reviews the process and determines if the Government has made the

Facility	Description
	proper decision.
Regional Office	Education Liaison Representatives are located at regional offices. These employees interact with education benefits recipients, training institutions and state approving agencies. VA employees located at VBA Regional Office answer inquiries about education benefits.
Outbased Employees	Education has out-based employees providing benefits information to veteran organizations, service components and training institutions.
Central Office	Education Service coordinates and implements mass mailings of program information to veterans service personnel, reservists and other eligible persons.
Department of Defense	Service persons are briefed on VA benefits as part of recruitment and discharge activities.
Contract Site	State Approving Agencies (SAA).

3.5 Insurance

The Insurance Program was established by the War Risk Act of 1912 to provide Marine insurance protection for merchant ships supplying the allies. The War Risk Act was amended to authorize insurance programs to provide life insurance benefits to veterans and service members that are not available from the commercial insurance industry due to lost or impaired insurability resulting from military service.

The mission of the Insurance benefits program is to provide benefits in an accurate, timely and courteous manner at the lowest achievable administrative cost. Insurance coverage will be provided in reasonable amounts at competitive premium rates. A competitive, secure rate of return will be ensured on investments held on behalf of the policyholders.

There are eight life insurance programs. Six of the programs are administered directly at the Insurance Center in Philadelphia, PA. The remaining two programs, which provide coverage for current military service members and recent veterans, are supervised by the Insurance Center and administered by Prudential Financial, Inc.

The programs provide approximately \$761 billion in insurance coverage to over 4.6 million veterans, service members, and their families. The Insurance Center is the fourth largest life insurance provider in the United States. The Insurance Center is responsible for \$15 billion in trust funds, and has an operating budget of \$42.5 million for Fiscal Year 2002.

The Insurance Center develops new service and product offerings through our interaction with stakeholders and suppliers. Our primary customers are veterans, service members, and their survivors. Their customer requirements include reasonable premium rates, adequate amounts of coverage, timely and accurate communication, and flexible service

options. In serving our primary customers, we must also serve the needs of DOD, Veteran Service Officers, and Congressional committees. The military service components represent service members' interest. The Insurance Center works in partnership with DOD on a regular basis to develop new initiatives and handle current concerns. The Veteran Service Officers and Congressional committees also represent the needs and interests of service members and veterans and communicate them to our program managers.

For the six insurance programs administered by the Insurance Center, Insurance personnel at the Philadelphia site perform the following functions:

1. issue policies.
2. collect premiums.
3. process policy actions (change of address, cash surrenders, loans, etc.).
4. pay annual dividends.
5. pay death or disability claims.
6. provide customer service (answer inquiries).
7. perform actuarial and budget functions.
8. formulate legislation, policy, plans and procedures.
9. evaluate performance of insurance program.
10. design, develop, install and maintain application software which supports the life insurance programs.

The Center also supervises the Service Members' and Veterans' Group Life Insurance programs (SGLI/VGLI). The SGLI/VGLI group life insurance policy is issued by Prudential Financial, Inc.

To issue and provide insurance benefits and services (administered or supervised programs) the following types of information are required:

- personal information (name, social security number, address, etc.).
- beneficiary information.
- insurance/policy information.
- claim information.
- application/eligibility (service verification) information.
- financial information.
- medical information.
- death certificate.

Insurance benefits and services are provided at two separate locations. These are:

- Administered Programs - Co-located in Philadelphia, PA with the Regional Office and Information Technology Center
- Supervised Programs - Prudential Financial, Inc., located at the Office of Service Members' Group Life Insurance in Livingston, NJ.

3.5.1 Applicable Drivers

External Drivers	Description
Insurance Programs Closed to New Policies (WWI, WWII, Korea)	<p>The War Risk Act authorized life insurance benefits to veterans and service members that were not available from the commercial insurance industry due to lost or impaired insurability resulting from military service.</p> <p>Subsequent legislation created the National Service Life Insurance (NSLI), United States Government Life Insurance (USGLI), Veterans' Special Life Insurance (VSLI) and Veterans' Reopened Insurance (VRI) programs.</p> <p>Program Goals: To provide the same or better life insurance benefits than were available to private citizens when these programs were established.</p>
Disabled Veterans Insurance Programs	<p>These programs are for veterans released from active duty under other than dishonorable conditions on or after April 25, 1951. He or she must have received a rating for a service-connected disability and must be in good health except for any service-connected conditions. Application must be made within two years of being granted service-connection for a disability.</p> <p>These include the Service-Disabled Veterans Insurance (S-DVI) and the Veterans' Mortgage Life Insurance (VMLI) programs.</p> <p>Program Goals: To provide insurance coverage and services to veterans who have lost their ability to purchase commercial insurance at standard (healthy) rates because of their service-connected disabilities.</p>

External Drivers	Description
Uniformed Services and Post-Vietnam Veterans	<p>This program provides low cost group life insurance protection to service members on active duty, ready reservists, members of the Commissioned Corps of the National Oceanic and Atmospheric Administration and the Public Health Service, cadets and midshipmen of the four service academies, members of the Reserve Officer Training Corps, spouses and children of service members, and conversion of SGLI to a post-separation insurance plan (VGLI).</p> <p>These programs include the Service members' Group Life Insurance (SGLI) and the Veterans' Group Life Insurance (VGLI) programs.</p> <p>Program Goals: To provide insurance coverage and services to active duty and reserve members of the uniformed services that are commonly provided by large-scale civilian employers.</p>

Internal Drivers	Description
Departmental Strategic Goal 3	Honor and serve veterans in life and memorialize them in death for their sacrifices on behalf of the Nation.
Strategic objective 3.3.	<p>Enhance the financial security for veterans' families through life insurance and other benefits programs.</p> <p>This includes:</p> <ul style="list-style-type: none"> • receive high customer satisfaction rating on at least 95% of services delivered. • receive low customer satisfaction rating on no more than 2% of veteran's ratings. • limit toll-free phone blockage to 1% of call attempts. • limit average caller hold time to 20 seconds. • Disbursements will be at least 99% accurate. • average processing time for disbursements will be 3.0 workdays. • keep the annual cost of maintaining a policy below \$13.50 and the cost of processing a death award below \$87.00.

Internal Drivers	Description
Departmental Enabling Goal	Create an environment that fosters the delivery of One-VA world class service to veterans and their families through effective communication and management of people, technology, business processes, and financial resources.
Objective E.2:	<p>Recruit, develop, and retain a competent, committed and diverse workforce that provides high quality service to veterans and their families.</p> <p>The strategic targets are:</p> <ul style="list-style-type: none"> • achieve an employee satisfaction score of 4 based on the mean score of questions #131 & 132 on the One-VA Survey. • Achieve a score of 95 on the Technical Skills Matrix.
Objective E.4:	<p>Improve the overall governance of VA and the management of its business programs.</p> <p>The strategic target is:</p> <ul style="list-style-type: none"> • receive a favorable IG audit opinion stating that the CFO statements present fairly the financial position and result of operations of the insurance programs and that no significant problems are reported in the audit.
Insurance Manuals/Training/User Guides	<p>Prepared by each division to meet their training needs.</p> <p>The Program Management Division, Policy & Procedures Staff also prepares training manuals/user guides for new or enhanced system functions.</p>
Customer Service Goals	<p>Fiscal Year 2002</p> <ul style="list-style-type: none"> • disbursements will be worked on average within 3.2 workdays. • disbursements will be at least 99% accurate. • toll-free telephone blockage (busy signals) will be no more than 4% of call attempts. • callers will be put on hold waiting for an insurance specialist no more than 20 seconds. • receive high veterans' satisfaction rating least 95% of services delivered. • receive low veterans' satisfaction ratings on no more than 2% of veterans' rating.

3.5.2 Key High Level Data

Data Class	Description
Veteran Personal Data	Veteran personal information includes: name, social security number, and address, date of birth, home ownership and electronic funds transfer.
Service Data	Service-related includes, branch of service, released from active duty date, type of discharge, retired/separated and separation reason.
Beneficiary Data	Beneficiary information includes, name, address, social security number, relationship, payment option and payment share.
Eligibility Determination Data	Disability rating information includes, initial rating notification date and rating data.
Medical Data	Medical information is used in determining eligibility for Service-Disabled Veterans Insurance (RH) insurance.
Benefits Data	Benefits information is used in determining eligibility for RH and VMLI insurance. This information includes insurance policy account information, disability compensation, non-service connected pension, and vocational rehabilitation and employment service.
Veteran (Claimant) Information	Insurance Service updates or corrects veteran information when requested by veteran or as needed. This information includes such items as name, social security number, address, and date of birth, date of death, home ownership and electronic funds transfer.
Employee Data	Individual Development Plans. Training Plans.
Economic Projections	U.S. 10 Year Constant Maturity Rate.

3.5.3 Primary Locations

Facility	Description
Philadelphia Insurance Center	Administered programs are co-located in Philadelphia, PA with the Regional Office and Information Technology Center.

3.6 Loan Guaranty

The Home Loan Guaranty Service program (LGY) was originally conceived in 1944 as a part of an attack on the harsh aftermath associated with wars. The overall objectives of this attack were to diminish to the greatest possible extent the economic and sociological

problems of post war readjustments of millions of men and women then serving in the Armed Forces.

The program was one of the major innovations and a most important part of the original Servicemen's Readjustment Act of 1944, Public Law 78-346. The first legal framework was set forth in Title III of that Act. In a way, the loan guaranty program was advanced as an alternative device to a cash bonus, because it would be vastly less expensive to the Government, and because it would better serve the needs of veterans.

Credit was viewed as one of the cornerstones of a program to aid the veteran in his/her effort to readjust to civilian life. In the opinion of the supporters of the original legislation, the Federal Government should provide the means whereby the veteran could obtain favorable credit, which would permit him/her to shelter his/her family or begin a business or farming venture. This concept arose because of the feeling that veterans, in view of their service in the Armed Forces had missed an opportunity to establish a credit rating, which could be the basis of borrowing to acquire a home or to establish a business. The establishment of the loan guaranty program was an attempt to place the veteran on a par with his/her non-veteran counterpart.

The Loan Guaranty Service program also provided an investment outlet for large amounts of savings that existed in the economy at the end of World War II. During the years of the war, normal investment outlets were restricted because of the shift from the production of civilian goods to war production. By imposition of price and production controls on many items, the normal flow of consumer durable goods had been reduced. Thus, individual savings reached record proportions, and large amounts of money became available for investment purposes. Expectations at the time that there would be a normal postwar depression shortly after termination of the war made it seem important that planning be done to stimulate the redirection of accumulated liquid capital into normal peacetime avenues.

The goal of the program is to help veterans and active duty personnel purchase and retain homes in recognition of their service to the Nation. VA treats all veterans and other participants in the program in a courteous, responsive, and timely manner. It will endeavor to operate in the most efficient manner possible to minimize costs and ensure the best use of the taxpayer's dollar.

The VA home loan program has made mortgage credit available to veterans whose loans otherwise would not have been made. In this connection, although VA borrowers have been directly favored by the more liberal terms on those loans, it is also likely that these terms have induced a competitive liberalization of the terms on conventional mortgages, whose recipients have benefited as well. As a result, the impact of the VA home loan programs on the economy and on the mortgage market vastly exceeds the actual volume of VA home loans.

The Department of Veterans Affairs home loan programs serves a diverse clientele. The common denominator of its clientele is service in the Armed Forces of the nation. Since

the inception of these programs the objective has been to assist eligible veterans to become homeowners. Veterans are assisted by making it possible for them to compete in the market place for credit with persons who were not obliged to forego the pursuit of gainful occupations by reason of service in the Armed Forces of the nation. VA programs are intended to benefit men and women because of their service to the country, and they are not designed to serve as instruments of attaining general economic or social objectives.

The Loan Guaranty Service provides housing credit assistance to veterans and servicepersons. VA provides assistance through the use of a partial guaranty of VA loans made by the private lenders. VA loans may be used to purchase a home, to build a home, to repair a home, to refinance an existing loan or to buy a manufactured home. In addition to guarantying loans, direct loans of up to \$80,000 are provided directly to Native American veterans. The Loan Guaranty Program also assists veterans with certain disabilities in acquiring a new or existing home through the Specially Adapted Housing program.

To administer the VA home loan benefit, the following high level functions are performed:

- outreach to prospective beneficiaries
- determination of eligibility for home loan entitlement
- review of home loan application/request for guaranty
- assign case number/appraiser
- appraise property/VA review and assign value
- loan approval/loan closing
- issue guaranty to lender/credits veteran's entitlement
- quality assurance— monitoring unit administers
- loan remains in current status – no further LGY involvement.
- loan in default status – LGY loan administration provides supplemental servicing. Besides counseling, VA may intervene directly on behalf of the veteran to work out a repayment plan. In limited circumstances, VA may buy the loan from the holder and the veteran will make future payments directly to VA.
- loan cures– no further LGY involvement
- Loan foreclosure:
 - lender retains property – no further LGY involvement
 - lender elects to convey – LGY Property Management provides maintenance and sale of property. Properties are sold to the general public (veterans and non-veterans):
 - Cash Sale – no further LGY involvement
 - Term Sale – PM approves and closes “Vendee Loan”:
 - PM assigns Vendee loan servicing to Portfolio Contractor

- Contractor services Vendee loan on VA's behalf until sold through Trust Sale in the secondary market in a complex arrangement involving the issuance of mortgage-backed securities.

The following general information categories are involved in the administration of the Home Loan Guaranty Service program:

- Loan Guaranty Entitlement:
 - eligibility information (service, dates of service, date of birth)
 - personal information (name, SSN, claim number, etc.)
- Loan Application (with lender):
 - personal information
 - dependent information
 - income information
 - credit information
 - home ownership history information
 - rental history information
 - job history information
 - original signature
- Specially Adaptive Housing Grant Information:
 - personal information
 - eligibility information
 - entitlement information
 - compensation and pension rating information
 - dependent information

Loan Guaranty processing and servicing functions take place primarily in the 9 Regional Loan Centers identified below. In addition, 2 Regional offices have full LGY processing functions and are identified as sub-elements of their respective Regional Loan Centers:

- Manchester Regional Loan Center
- Cleveland Regional Loan Center
- Roanoke Regional Loan Center
- Atlanta Regional Loan Center
- St. Petersburg Regional Loan Center
 - San Juan Regional Office
- St. Paul Regional Loan Center
- Houston Regional Loan Center
- Denver Regional Loan Center
- Phoenix Regional Loan Center
 - Honolulu VAMROC

Also, Property Management and Construction and Valuation functions continue to be carried out in all Regional Offices. This includes the above, plus:

- New York Regional Office
- Buffalo Regional Office
- Newark Regional Office
- Philadelphia Regional Office
- Pittsburgh Regional Office
- Indianapolis Regional Office
- Detroit Regional Office
- Baltimore Regional Office
- Louisville Regional Office
- Washington Regional Office
- Winston-Salem Regional Office
- Columbia Regional Office
- Nashville Regional Office
- Montgomery Regional Office
- Jackson Regional Office
- Chicago Regional Office
- Milwaukee Regional Office
- St. Louis Regional Office
- Des Moines Regional Office
- Lincoln Regional Office
- Wichita VAMROC
- New Orleans Regional Office
- Waco Regional Office
- Little Rock Regional Office
- Muskogee Regional Office
- Albuquerque Regional Office
- Salt Lake City Regional Office
- Seattle Regional Office
- Boise Regional Office
- Portland Regional Office
- Anchorage VAMROC
- Oakland Regional Office
- Los Angeles Regional Office
- San Diego Regional Office

3.6.1 Applicable Drivers

External Drivers	Description
Housing and Small Business Loans , 38 U.S.C., Chapter 37	<p>This program provides home ownership assistance for veterans, service persons, and other eligible persons.</p> <p>Program Goals:</p> <p>(1) To help veterans, service persons, and other eligible persons purchase and retain homes in recognition of their service to the Nation. (2) Treat all veterans and other participants in the program in a courteous, responsive, and timely manner. (3) Operate in the most efficient manner possible to minimize costs and ensure the best use of the taxpayer's dollar.</p>
Housing Act of 1950 (Public Law 81-475)	<p>(1) Maximum guaranty increased. (2) The maximum maturity of loans lengthened to 30 years. (3) Unmarried widows of veterans who died in service or result of service connected injury became eligible. (4) Veterans whose homes were obtained with VA loans, but lost through fire or natural hazards, or taken by public condemnation, or were disposed for other reasons at no fault of their own, were given back full entitlement provided VA had no longer any liability on the original loan. (5) VA was authorized to establish minimum construction standards. (6) Section 505 of Title III of the Servicemen's Readjustment Act was repealed. (7) VA was authorized to issue regulations setting the amounts of fees and charges, which the lenders might impose on the veteran. (8) Extended the possibility of veterans participating by providing direct loans in areas where private mortgage money was not readily available.</p>
The Direct Loan Revolving Fund for VA Direct Loans (Public Law 82-139)	<p>Originally created to support funding of the Loan Guaranty Program.</p>
Korean GI Bill (Public Law 82-550)	<p>(1) Recognized that Korean War veterans were also entitled to aid in readjustment to civilian status upon leaving the service. (2) Required minimum planning and general acceptability standards relative to land development, sanitary and drainage systems, water supply, and other development improvements.</p>

External Drivers	Description
Cold War GI Bill	<p>(Public Law 89-358)</p> <p>(1) Made post-war Korean veterans eligible. (2) Requirement for discharge or release from service was waived for veterans who served 2 years active duty and continued in service without break. (3) Introduced a one-time funding fee. (4) Allowed adjustment in interest rate ceiling.</p> <p>(Public Law 90-301)</p> <p>(1) The maximum guaranty was increased. (2) VA extended aid to distressed homeowners who, after relying on VA or FHA construction standards, found major structural defects. (3) Authorized VA to guarantee a loan even though the purchase price exceeds the reasonable value of the property. (4) Established the Commission on Mortgage Interest Rates.</p>
Veterans' Housing Act of 1970 (Public Law 91-506)	<p>(1) Removed delimiting dates on veteran's entitlement. (2) Authorized a manufactured home loan program. (3) Authorized direct loans for veterans qualified for Specially Adapted Housing Grants. (4) Eliminated the funding fee for post-Korean veterans and authorized loans on condominium units and refinancing loans. (5) Eliminated the terminal date of the direct loan program. (6) Permits refinancing for any reason.</p>
Veterans' Housing Act of 1974 (Public Law 93-569)	<p>(1) Made it possible for a veteran, who had used entitlement, to regain the use of entitlement. (2) Expanded automated processing by authorizing automatic processing privileges to non-supervised lenders. (3) Condominium projects approved without the HUD stipulation. (4) Increases in Specially Adapted Housing Grant and Guaranty. (5) Maximum Guaranty increased. (6) Removed the expiration date for the manufactured home program and authorized increased loan maximums. (7) Repealed VA's authority to guarantee Farm and Business Loans (VA is still authorized to guarantee purchase or construction of farmhouses which the veteran will occupy). (8) Amended the Federal Credit Union Act to permit credit unions to make GI manufactured home loans at maturities set forth in the new law.</p>
Veterans' Housing Amendments Act of 1976 (Public Law 94-324)	<p>(1) Extended eligibility to veterans whose only service was between WWII and Korean conflict. (2) Increased maximum direct loan, and increased guaranty on manufactured homes. (3) Eligible for housing benefits in Chapter 37, separating the benefits for education purposes from housing eligibility.</p>

External Drivers	Description
Veterans' Housing Benefits Act of 1978 (Public Law 95-476)	(1) Increased maximum loan guaranty entitlement for home and condominium loans. (2) Reduced the minimum service requirement for Vietnam Era veterans. (3) Expanded authority for condominium loans. (4) Authorized Administrator to establish higher interest rate for energy conservation loans and other home improvement loans. (5) Special Adapted Housing Grant increased. (6) Removed requirement that maximum entitlement be available to obtain a manufactured home. (7) Increased maximum term for a manufactured home loan or lot.
Veterans' Disability Compensation and Housing Benefits Amendments of 1980	<p>(Public Law 96-385)</p> (1) Maximum guaranty increased. (2) Veteran may refinance with no additional charge for purpose of an interest rate reduction. (5) New Specially Adapted Housing (SAH) Grant for veterans for veterans with blindness in both eyes of anatomical loss or loss of use of both hands. <p>(Public Law 97-66)</p> (1) Increase in SAH Grant. (2) Authorized graduated payment mortgages. (3) Extended terms on manufactured home loans. (3) New minimum active-duty service requirement (codified at 38 USC 3103A, and later amended by Public Law 97-306) <p>(Public Law 97-72)</p> (1) Authorized until 9/30/86, a small business loan program in VA for disabled and Vietnam Era veterans. <p>(Public Law 97-523)</p> (1) Reinstated the charging of a funding fee to most veterans. <p>(Public Law 97-306)</p> (1) Authorized refinancing loans on manufactured homes in order that veterans could purchase the lot on which the manufactured home is or would be placed.
The Housing and Urban-Rural Recovery Act of 1983	<p>(Public Law 98-181)</p> (1) HUD, Agriculture and VA accept an administrative approval of any housing subdivision made by any of the others. <p>(Public Law 98-369)</p> (1) Increased funding fee. (2) Provided for percentage of VA property acquired sales that could be sold with VA financing.

External Drivers	Description
	<p>(Public Law 99-576)</p> <p>(1) Authorized SAH grants for homes already adapted with necessary special features. (2) Required VA to adopt credit underwriting standards and that lenders would be required to certify that loans conformed to standards. (New section 1831, now 3731, was added to Title 38 U.S.C. to require adoption of qualification standards for appraisers and a list of approved appraisers.)</p> <p>(Public Law 100-98)</p> <p>(1) Increased guaranty amount. (2) Required VA to provide information about alternatives available to foreclosure, and what veteran's liabilities would be in event for foreclosure, to veterans in default. (3) Additional instructions provided on computing interest on foreclosed loans.</p> <p>(Public Law 100-198)</p> <p>(1) Changed the percentage of properties that could be sold with VA financing. (2) For Interest Rate Reduction Refinancing Loan (IRRRL) loans, either present or previous occupancy of the home would be sufficient to satisfy the occupancy requirement. (3) Occupancy of property by spouse of veteran on active duty sufficient to meet occupancy requirements of the law. (4) Authorized sale of properties to certain entities to assist homeless veterans or that would rehabilitate properties using veterans in job training program. (5) Provided detailed and specific limitations of the assumption of guaranteed loans. (6) Set minimum qualifications of appraisers and allowed for appraisals to be reviewed by lenders. (7) Exempted VA loans from sequestration under Gramm-Rudman Act. (8) Required state statistics to be used in determining minimum residual income requirements. (9) Required listing of VA acquired properties with real estate brokers.</p> <p>(Public Law 100-253)</p> <p>(1) Raised guaranty entitlement.</p> <p>(Public Law 100-322)</p> <p>(1) Raised SAH grants. (2) Renumbered sections in Chapter 37, of title 38 U.S.C.</p>

External Drivers	Description
Veterans' Home Loan Indemnity and Restructuring Act of 1989 (Public Law 101-237, Title III)	(1) Established a new guaranty and indemnity fund for loans, not manufactured homes. Established funding fee amounts with certain down payments. (2) Additional guaranty entitlement provided for loans over \$144,000. (3) Holders are required to notify VA if partial payment is refused from a veteran in default.
Omnibus Budget Reconciliation Act of 1990	<p>(Public Law 101-508)</p> <p>(1) New optional procedures for manufactured home loan claims. (2) Temporary increase in funding fee.</p> <p>(Public Law 102-23)</p> <p>(1) Extended benefits to Persian Gulf veterans.</p> <p>(Public Law 102-54)</p> <p>(1) Extended maximum guaranty to VA rate reduction loans. (2) Added new section 1835 (now 3735) to title 38, U.S.C. to provide housing assistance to homeless veterans.</p> <p>(Public Law 102-291)</p> <p>(1) Authorized VA to guarantee timely payment of principal and interest on REMIC pass-through certificates backed by vendee loans.</p>
Veterans' Home Loan Program Amendments of 1992 (Public Law 102-547)	(1) Authorized a 3 year test during which the Secretary has the option of setting the maximum interest rate that may be charged on a VA-guaranteed loan or allow the rate to be negotiated between veteran and lender. The Secretary exercised the option of negotiation. (2) A 3-year test was authorized of a VA ARM. (3) New category of veteran eligibility for Reservists (incl. National Guard) established with different funding fee requirements. (4) Energy Efficient improvement program authorized. (5) Funding fee for IRRRLs decreased. (6) Pilot program for Native American direct loans on Trust lands established.

External Drivers	Description
Omnibus Budget Reconciliation Act of 1993	<p>(Public Law 102-291) (1) Increased funding fees charged. New funding fee for multiple use charged (does not apply to IRRRLs).</p> <p>(Public Law 103-353) (1) Increase in maximum home loan guaranty entitlement on loans above \$144,000.</p> <p>(Public Law 103-446) (1) Allows VA to restore entitlement, on one-time basis, for veteran who paid off prior loan but not disposed of property. (2) Extends loan guaranty eligibility to Reservists discharged for service-connected disability, and to surviving spouses of Reservists who died in service or as a result of service-connected disability. (3) Made limited exception to 24-month requirement because of reduction in force. (4) Allows veterans to refinance ARMs to fixed rate mortgages. (5) Repeals requirement for statements from state and local officials of feasibility of community water and sewage systems. (6) Eliminates manufactured home inspections. (7) Authorizes VA to accept conveyance of foreclosed property where holder's bid at foreclosure exceeds specified amount.</p> <p>(Public Law 104-106) (1) Authorized DOD to conduct pilot program to assist military personnel obtain VA home loans.</p> <p>(Public Law 104-110) (1) Extended authority for negotiated interest rates. (2) Did not extend VA's authority for ARMs.</p>
Veterans' Benefits Improvements Act of 1996 (Public Law 104-275)	<p>(1) Authority to issue Vinnie Mac securities extended 1 year. (2) Vietnam Era redefined. (3) Authorized to make direct loans to Native American veterans for purpose of reducing interest rate on loans previously obtained under NADLP.</p>

External Drivers	Description
The Balanced Budget Act	<p>(Public Law 105-33)</p> <p>(1) Extended funding fee surcharge, 3 percent fee for second time use, and no-bid formula. (2) Increased fee paid for vendee loans. (3) Extends guarantee for REMIC securities. (4) Permits VA to collect debts established against veterans by offsetting federal salary or tax refunds.</p> <p>(Public Law 105-114)</p> <p>(1) Extended Native American Veteran Housing Loan Pilot Program.</p> <p>(Public Law 105-368)</p> <p>(1) Extended Reservists eligibility.</p>
Veterans Millennium Health Care and Benefits Act of 1999 (Public Law 106-117)	<p>(1) Authorized VA to restore eligibility to surviving spouses who lost eligibility as result of remarriage, if remarriage resulted terminated. (2) Extended Reservists eligibility. (3) Authority to sell or lease acquired properties to organizations providing housing for homeless veterans extended.</p>
Stakeholders/Customers	<p>Veterans, service persons, reservists, dependents of certain service disabled or deceased veterans, National Guard, State approving agencies, Congress, Departments of Defense, Labor and Education, Office of Management and Budget, other VA elements, Lenders, Servicicers, Brokers, HUD, FNMA, FHLMC, GNMA, and VSOs.</p>

Internal Drivers	Description
VA Strategic Goal #2	<ul style="list-style-type: none"> • assist veterans in readjusting to civilian life by enhancing their ability to achieve educational and career goals. • improve benefits and service satisfaction. • reduce the blocked call rate and the abandoned call rate. • improve payment accuracy. • improve average time to process claims. • reduce administrative cost to serve VA education beneficiaries.
VA Enabling Goal	<ul style="list-style-type: none"> • affirmatively administer the VA housing program by ensuring all veterans are given an equal opportunity to buy homes with VA assistance. • ensure that all VA program participants comply with Executive Order 11063 and the Civil Rights Act of 1968, as amended.

Internal Drivers	Description
Code of Federal Regulations (CFR) – 38 CFR Part 36	Provides rules governing the Loan Guaranty Program. These regulations govern the administration of loan guaranty benefits to veterans, reservist and eligible persons.
Loan Guaranty Procedures Manuals	Procedures governing operations in various areas of Loan Guaranty.
VA Pamphlets/Circulars	Various documentation supporting the use and maintenance of applications by field personnel in support of the Loan Guaranty Program.

3.6.2 Key High Level Data

Data Class	Description
Veteran Information	Loan Guaranty Program eligibility established for veterans, service personnel, reservists, and eligible persons (unmarried surviving spouse of veteran who died in service or as a result of service connected disability). Create, Read, Update
Program Participants	Non-supervised Automatic lender, Supervised Automatic lender, and Prior Approval lender assists veteran in obtaining VA loan. Automatic lenders analyze veteran credit and financial history to determine if veteran meets qualifications. Prior approval lenders gather financial and credit information from veteran and submit to VA who determines qualification. Read, Update
Eligibility Information	Information relating to the veteran's eligibility. Create, Read, Update
Loan account Information	Information about veteran's loan account, information related to Program underwriting requirements (income and credit standards), and property eligibility requirements qualified to be considered a VA loan. Create, Read, Update
Lender Information	Information about the VA approved lenders/servicers and its origination and servicing processes. This includes training institution name, training institution address, asset information, and total number of VA loans previously closed. Create, Read, Update

Data Class	Description
Quality Assurance	Information about all areas of LGY operations. Read
Veteran Service Information	This information includes such items as name, social security number, address, date of birth, date of death, time in service, branch of service entered on duty date, released from active duty date, active duty for training, type of discharge, retired/separated, selected reserve periods, separation reason, and disability rating. Update, Read
Benefit Information	Information about the various benefits provided by the Department of Veteran Affairs. This includes information about health care, home loans, insurance, education, compensation, pension and vocational rehabilitation. The information covers areas such as eligibility requirements, entitlement and how to apply for the program. Read
Economic projections	Trends, statistical analysis of lender information and lender account information and status of loans.
Borrower Information	This information includes such items as name, social security number, address, and date of birth, and other financial information. Update, Read
Sale transaction Data	Information about the sales transaction. Read

3.6.3 Primary Locations

Facility	Description
Regional Loan Centers	Loan Guaranty Program processing has been consolidated into nine Regional Loan centers. These offices are: Atlanta, GA; St. Petersburg, FL; Denver, CO; Phoenix, AZ; Manchester, NH; St. Paul, MN; Roanoke, VA; Houston, TX; and Cleveland, OH.
Regional Offices	Any of the 57 regional offices can be involved in eligibility determination. San Juan, Puerto Rico and Honolulu, HI are the only two Regional Offices that maintain their own Loan Guaranty Program eligibility determinations, processing, and account maintenance.

Facility	Description
Eligibility Centers	Winston-Salem, NC, and Los Angeles, CA were established to process eligibility determinations nationwide.
Lenders (Program Participants)	Lenders who originate and approve VA loans.
Servicers (Program Participants)	Servicers of VA loans when go into default.
VACO	Central Office, Washington, D.C.
PLOU	Indianapolis, IN

3.7 Memorials and Burials

On July 17, 1862 (General Order 75), Congress enacted legislation authorizing the President to purchase “cemetery grounds” to be used as national cemeteries “for soldiers who shall have died in the service of the country” in order to ensure a dignified final resting place for the fallen warriors of the Civil War. By 1873, all honorably discharged veterans became eligible for burial in national cemeteries.

Not only did a grateful Nation wish to provide a burial space for those who had served with honor but there was also a concern that no veteran should lie in an unmarked grave. The provision of permanent (stone) headstones and markers began in 1876. P.L. 80-871, signed on July 1, 1948, consolidated all previously enacted laws and general orders so that the government could furnish an appropriate headstone or marker for the unmarked graves of any eligible veteran.

In 1973, Congress transferred 82 national cemeteries from the Department of the Army to the Veterans Administration, joining 21 veterans cemeteries located at hospitals and nursing homes. P.L. 93-43, June 18, 1973, established the National Cemetery System.

In 1999, P.L. 106-117, The Veterans Millennium Health Care and Benefits Act required the Department of Veterans Affairs to undertake an independent assessment of several aspects of burial benefits. Section 611 of that legislation mandated that VA establish six new national cemeteries in areas where veterans were in greatest need of a national cemetery. Accordingly, NCA is in the process of establishing new national cemeteries in Atlanta, GA, Oklahoma City (Ft. Sill), OK; Pittsburgh, PA; Miami, FL; Detroit, MI; and Sacramento, CA. Section 613 of the Act requires VA to contract for an independent study of national cemeteries. That study addresses the following:

- the one time repair needs at each national cemetery maintained by the National Cemetery Administration (NCA),
- the feasibility of making standards of appearance of active and closed national cemeteries commensurate with standards of appearance of the finest cemeteries in the world,
- the number of additional national or state veterans cemeteries required to meet future burials needs of veterans until 2020,

- the advantages and disadvantages of using flat grave markers and upright headstones in national cemeteries, and
- the condition of flat grave marker sections in national cemeteries.

The honor accorded veterans includes the following legislative privileges:

- provide burial space for veterans and eligible family members, including burial in a national cemetery; establishing new national cemeteries; expanding existing national cemeteries; and administering grants for establishing, improving or expanding state veterans cemeteries,
- provide a memorial that commemorate the veteran's service, including headstone and/or marker and Presidential Memorial Certificate, and
- maintain national cemeteries as national shrines.

VA commits its resources to provide various burial and memorial benefits to veterans and their eligible family members through the following administrative program areas or information services:

- veteran information.
- next of kin or family member information.
- pre-need qualification information.
- eligibility information.
- committal service information.
- interment (inurnment) information.
- headstone/marker information.
- cemetery information.
- contractors information.
- order processing information.
- maintenance/equipment information.
- architecture design/drawing information.
- historical research and documentation.
- education, outreach, and interpretation information.
- IT Systems Information:
 - Burial Operations Support System (BOSS)
 - Automated Monument Application System (AMAS)
 - NCA Management and Decision Support System (NCAMADSS)
 - Gravesite Reservation System/Adjacent Gravesite Set Aside (GRS/AGS)

The actual physical location and/or administrative area in which these administrative programs and/or information services are located and provided are as follows:

- VA (NCA) Cemeteries
- Non-VA Cemeteries

- NCA Memorial Service Network Offices (MSN)
- NCA Central Office (VACO)
 - Office of Field Programs
 - Office of Construction Management
 - State Cemetery Grants Service
 - Budget and Finance Service
 - Policy and Planning Service
 - Memorial Programs Service
- NCA Memorial Programs Service Processing Sites
- NCA Systems Integration Center (SIC)
- NCA Centralized Contracting Division (CCD)
- VA Office of Facilities Management (VHA)
- VA Automation Center, Austin, TX
- VA Regional Offices (VBA)
- VA Medical Centers (VHA)
- VA Data Processing Center, Hines, IL
- VA Records Processing Center, St. Louis, MO
- National Personnel Records Center (NPRC), St. Louis, MO

3.7.1 Applicable Drivers

External Drivers	Description
July 17, 1862 Legislation (General Order 75)	On July 17, 1862 Congress enacted legislation authorizing the President to purchase “cemetery grounds” to be used as national cemeteries “for soldiers who shall have died in the service of the country” in order to ensure a dignified final resting place for the fallen warriors of the Civil War. By 1873, all honorably discharged veterans became eligible for burial in national cemeteries.
Public Law	Public Law 80-871, July 1, 1948, consolidated all previously enacted laws and general orders so that the government could furnish an appropriate headstone or marker for the unmarked graves of any eligible veteran.
Public Law	Public Law 89-88, July 24, 1965, authorizes provision of a Presidential Memorial Certificate honoring a veteran’s service as a symbol of remembrance for family members and others close to a veteran. This program was initiated in March 1962 by President John F. Kennedy and has been continued by all subsequent Presidents. Statutory authority for the program is Section 112, Title 38, of the United States Code.
Public Law	National Historic Preservation Act of 1966, as Amended (NHPA) (especially Sections 106 and 110).

External Drivers	Description
Environmental Protection Policies	National Environmental Policy Act of 1969 (NEPA).
Public Law	Public Law 93-43, 1973, Establishment of the National Cemetery System.
Public Law	Public Law 95-476, October 18, 1978, established the State Cemetery Grants Program to assist states in the establishment or improvement of veteran's cemeteries.
Public Law	Archeological Resources Protection Act of 1979 (ARPA).
Public Law	Public Law 99-576, 1987, Report to Congress, Areas of Greatest Need for a New National Cemetery.
Public Law	Native American Graves Protection and Repatriation Act of 1990 (NAGPRA).
Public Law	Public Law 106-117, 1999, Veteran's Millennium Health and Benefits Act required the Department of Veterans Affairs to undertake an independent assessment of several aspects of burial benefits. Section 611 of that legislation mandated that VA establish six new national cemeteries in areas where veterans were in greatest need of a national cemetery. Section 613 requires VA to contract for an independent study of national cemeteries.
Public Law	Public Law 107-103, the Veterans Education and Benefits Expansion Act of 2001, December 27, 2001, includes a provision that allows VA to furnish an appropriate marker for the graves of eligible veterans buried in private cemeteries, whose deaths occur on or after December 27, 2001, regardless of whether the grave is already marked with a non-government marker.

Internal Drivers	Description
VA Strategic Goals	Honor and serve veterans in life and memorialize them in death for their sacrifices on behalf of the Nation; and contribute to the public health, socio-economic well being and history of the nation.
NCA Strategic Goals, Objectives	<ul style="list-style-type: none"> • Ensure that the burial needs of veterans and eligible family members are met. • National cemeteries will be maintained as national shrines consistently across the system in a manner that exceeds customer expectations.

Internal Drivers	Description
NCA Performance Standards and Measure	<ul style="list-style-type: none"> • Percent of veterans served by a burial option within a reasonable distance (75 miles) of their residence. • Percent of respondents who rate the quality of service provided by the national cemeteries as excellent. • Percent of graves in national cemeteries marked within 60 days of interment. • Provide headstones and markers that are delivered undamaged and correctly inscribed 97% of the time. • Percent of PMCs accurately inscribed. • The percent of respondents who rate national cemetery appearance as excellent. • Operational parameters for the proper use and maintenance of burial sections including gravesites and headstones and markers, grounds, facilities, and equipment in national cemeteries. • Operational parameters for the proper location, placement and maintenance of headstones and markers in national cemeteries.
NCA Customer Service Standards	<ul style="list-style-type: none"> • We will deliver headstones and markers to recipients other than national cemeteries within 60 days of receipt of application request. • We will deliver a PMC within 45 days of receipt of receiving notification of a veteran's death. • We will maintain the appearance of VA's national cemeteries in a manner befitting a national shrine.

3.7.2 Key High Level Data

Data Class	Description
Veteran Information	Information about the individual who by virtue of eligible military service may be interred in a national cemetery.
Next of Kin or Family Member Information	Information of the spouse or minor or dependent child of an eligible veteran who may select interment in a national cemetery based on the veteran's eligibility. Eligible family members may predecease the veteran. Family members are usually interred in the same or adjacent gravesite as the eligible veteran.
Pre Need Qualification Information	Information related to the character of a veteran's service that may be verified prior to the time of need.
Eligibility Information	Information related to the character of a veteran's service that determines whether or not the benefit requested can be provided.

Data Class	Description
Committal Service Information	This is the schedule information for the burial service. It is used as a baseline for measuring performance, e.g., time to place marker after burial. It will also link to the burial site information, to enable tracking of performance by sites. Committal Service information also records whether or not military funeral honors were requested and provided.
Interment (Inurnment) Information	An indicator of usage or veteran preference. The number of burials by type, casketed, in ground cremation, columbaria cremains.
Headstone/Marker Information	Headstones/Markers mark the burial location or memory of an eligible veteran or his/her eligible family member in a national cemetery. These permanent memorials of granite, bronze or marble, communicate the identity and service of those buried.
Cemetery Information	There are 120 national cemeteries under the jurisdiction of the National Cemetery Administration. NCA ensures that national cemeteries are maintained as national shrines dedicated to preserving our Nation's history, nurturing patriotism, and honoring the service and sacrifice veterans have made.
Contractors' Information	Contractors are used to acquire headstones, markers and PMCs. Pre-established federal government procurement vehicles are used to acquire headstones and markers. Contractor services are also used to design of new cemeteries and provide improvements to existing cemeteries.
Order Processing Information	Orders are placed for headstones, markers, and PMCs. Monument Order Acknowledgement Report (MOAR) is an automated weekly report of approved inscription data, which includes ordering, and receipt of headstone and marker delivery information. Information is maintained for the shipment, delivery and receipt information of orders placed against contracts for manufactured goods, e.g., shipper information, mode of transportation, weights, shipping and delivery dates and associated shipping costs.
Maintenance/Equipment Information	VA's commitment to veterans' states that their cemeteries will be maintained and protected forever. National cemeteries carry expectations of appearance higher than other cemeteries.
Architecture Design/ Drawing Information	Guidance is provided by NCA through the State Grants Service for the design of new cemeteries and improvements to existing cemeteries.

Data Class	Description
IT Systems Information	Burial Operations Support System (BOSS), Automated Monument Application System (AMAS), NCA Management and Decision Support System (NCAMADSS), Gravesite Reservation System/Adjacent Gravesite Set Aside (GRS/AGS).
Historical Research and Documentation Information	VA is committed to preserving its historical record. Recording NCA's administrative history and the physical/cultural evolution of its cemeteries within the context of American history will ensure its record as a federal agency. This data – archival and graphic material, oral histories, artifacts, resource data bases – is the source for educating present and future constituencies about the sacrifices made by veterans of generations past and will inform future decision making.
Education, Outreach, and Interpretation Information	VA is committed to educating its employees, constituents and the general public about its origins, accomplishments, and historic resources. Public recognition of VA's history and that of its cemeteries as national shrines is achieved through exhibits, printed literature, electronic media, school and organizational programming, etc.

3.7.3 Primary Locations

Facility	Description
VA (NCA) Cemeteries	There are 120 national cemeteries located in 39 states and the Commonwealth of Puerto Rico. Of the 120 national cemeteries, 61 are open to all interments; 26 can accommodate cremated remains and family members of those already interred; and 33 are closed to new interments, but may accommodate family members in already occupied gravesites.
Non-VA Cemeteries	State veterans' cemeteries, post (DOD) cemeteries, private cemeteries, Arlington National Cemetery and U.S. Park Service Cemeteries.
NCA Memorial Service Network Offices (MSN)	There are five MSN locations, Philadelphia, PA, Atlanta, GA, Denver, CO, Indianapolis, IN and Oakland, CA, responsible for management and oversight of day to day operations at the national cemeteries in the each of the five identified MSNs.

Facility	Description
NCA Central Office (VACO)	Responsible for national policy development and deployment, operational oversight of the system of national cemeteries, budget, IT and personnel support: <ul style="list-style-type: none"> • Office of Field Programs • Office of Construction Management • State Cemetery Grants Service • Budget and Finance Service • Policy and Planning Service • Memorial Programs Service
NCA Memorial Programs Service Processing Sites	The Memorial Program Service is the organizational element of NCA responsible for the program oversight of memorials relating to headstones and markers of eligible veterans, and their eligible spouses and dependents. Applications are processed at MPS sites in Nashville, TN, Lebanon, PA, Ft. Leavenworth, KS, and Washington, D.C.
NCA Systems Integration Center (SIC)	The NCA component responsible for NCA databases.
NCA Centralized Contracting Division (CCD)	The NCA component responsible for contracting support.
VA Office of Facilities Management (VHA)	VA component which supports NCA construction projects by providing Resident Engineers.
VA Automation Center, Austin, TX	The VA data processing center responsible for processing Presidential Memorial Certificate (PMC) requests and printing the PMCs.
VA Regional Offices (VBA)	Source of veteran records; eligibility determination.
VA Medical Centers (VHA)	Servicing stations to national cemeteries providing engineering, purchasing, contracting, and personnel support.
VA Data Processing Center, Hines, IL	Compiles First Notice of Death information, and sends tape to VA Automation Center in Austin, TX for generation of a Presidential Memorial Certificate.
VA Records Processing Center, St. Louis, MO	National repository of veteran records. Used for eligibility determination.
National Personnel Records Center (NPRC), St. Louis, MO	Repository of numerous records including individual service records of military members from all branches of service. Used for eligibility determination when no other information is available.

3.8 Medical Care

The mission of the Veterans Health Administration (VHA) is established by USC Title 38 § 7301, “to provide a complete medical and hospital service for the medical care and treatment of veterans.” VHA serves the health care needs of America’s veterans through a comprehensive, integrated health care system providing primary care, specialized care, and related medical and social support services offering excellence in health care value, excellence in service as defined by its customers, and excellence in education and research. Subsequent sections of USC Title 38 define other specific medical services including:

- § 1710. Hospital, nursing home, and domiciliary care.
- § 1711. Care during examinations and in emergencies.
- § 1712. Dental care; drugs and medicines for certain disabled veterans; vaccines.
- § 1712A. Readjustment counseling and related mental health services.
- § 1712B. Counseling for former prisoners of war.
- § 1713. Medical care for survivors and dependents of certain veterans.
- § 1714. Fitting and training in use of prosthetic appliances; seeing-eye dogs.
- § 1716. Hospital care by other agencies of the United States.
- § 1717. Home health services; invalid lifts and other devices.
- § 1718. Therapeutic and rehabilitative activities.
- § 1719. Repair or replacement of certain prosthetic and other appliances.
- § 1720. Transfers for nursing home care; adult day health care.
- § 1720A. Treatment and rehabilitative services for persons with drug or alcohol dependency.
- § 1720B. Respite care.
- § 1720C. Noninstitutional alternatives to nursing home care.
- § 1720D. Counseling and treatment for sexual trauma.
- § 1720E. Nasopharyngeal radium irradiation.
- § 1751. Sickle cell anemia screening, counseling, and medical treatment.
- § 1752. Sickle cell anemia research.
- § 1771. Treatment and rehabilitation for seriously mentally ill and homeless veterans
- § 1803. Healthcare for children of Vietnam veterans who are born with Spina Bifida.

While originally defined by statute, other external and internal drivers continually influence the VHA mission. Among the external drivers is the concurrent VHA mission to provide contingency support to the Department of Defense (DOD) and the Public Health Service during times of disaster or national emergency. VHA is one of the government’s principal assets for responding with medical assistance to large-scale national emergencies. Other external factors influencing VHA’s mission include the changing healthcare environment from inpatient based to the outpatient setting, the aging veteran population, Executive directives such as the President’s Task Force to Improve Health care Delivery for our Nation’s Veterans (PTF) and legislation such as: Veterans Health Care Eligibility Reform Act of 1996; Veterans Millennium Health Care and Benefits Act of 1999; Health Insurance Portability and Accountability Act of 1996.

Internal drivers impacting VHA's mission include VA Strategic Goals, Secretary's priorities, VHA Strategic Goals, Baldrige performance criteria, VHA Performance Measures, Patient Safety and CARES (Capital Asset Realignment for Enhanced Services).

The range of services is represented by six high level or enterprise functions including:

- Beneficiary/Member Management
 - Registration, Enrollment, Eligibility
 - Scheduling
- Healthcare Delivery Management
 - Primary Care
 - Specialty Care
 - Inpatient Care
 - Outpatient Care
 - Extended Care
 - Ancillary Care
 - Allied Healthcare
 - Remote Care
- Health Data/Process Management & Collaboration
 - Internal health data
 - Health data exchange with partners
- Financial Management
 - Billing and Fee
 - Overall financial management
- Beneficiary/Member Education Management
- National Emergency Healthcare Management

Administration of the health care delivery system in VHA impacts the following business classes:

- Stakeholders and Business Entities
 - Veterans and their families
 - Partners
 - Academic affiliates
 - DOD
 - HHS
 - State/County veterans offices
 - Congress and the Administration

- Oversight
 - JCAHO
 - NCQA
 - GAO
 - OIG
- Care practitioner
- Local communities
- Health care professional trainees
- Public-at-large
- Researchers
- VHA/VA employees and staff
- State veterans homes
- Veteran Service Organizations
- Contract providers
- Payer
- Suppliers
- Professional Organizations (AMA, etc.)
- Products and Services
 - Disposable materials
 - Equipment
 - Claim
 - Contracts
 - Electronic health record
 - Consent
 - Finance
 - Means test
 - Bills
 - Payment
 - Medical event – encounter, observations, interventions
 - Protocols and Guidelines
 - Performance measures
 - Appeal
 - Credentials/license
 - Referral
 - Scheduled appointments
 - Facility

VHA provides a full range of health care services at sites that are located throughout all 50 states, Puerto Rico, Guam, the United States Virgin Islands and Manila. Medical care is provided at the following types of medical care facilities, with the number of such facilities noted in parentheses:

- VISN
 - Medical centers (163)
 - Nursing Homes (137)
 - Domiciliary (43)
 - Independent Outpatient Clinic (4)
 - Community Based Outpatient Clinics (608)
 - Veterans Readjustment Counseling Centers (206)
- Consolidated Mail Out Pharmacy (7)
- VA Central Office (1)
- Health Eligibility Center (1)
- Health Administration Center (1)

3.8.1 Infrastructure and Integration Opportunity: VHA Health Data Repository

Within the medical community, and particularly within the medical care community, there is a significant opportunity to consolidate health information across the enterprise. This will result in improved service to the veteran and significant cost savings to VA. To directly support Department, Executive, and Congressional health information sharing objectives across the Federal health community, VHA has developed an umbrella strategy, HealthVet, to bolster both interoperability and data interchange. HealthVet provides a set of patient-centric and data-centric shared common services that promote information integration that spans both facility and VISN boundaries. The services provided by HealthVet are not limited to the medical care EBF, but support the full range of health-related EBFs and supporting KEFs. The strategy builds upon existing cross-agency sharing initiatives such as the Federal Health Information Exchange (FHIE) – formerly known as the Government Computer-based Patient Record (GCPR) Project. HealthVet establishes the groundwork for health data sharing and collaborating within the Federal community, and will expand to include public and private institutions as well.

Satisfying VHA's priority mission of providing timely, safe and appropriate health care to veterans is significantly predicated upon having the right patient information available at the right time in the right place and in the hands of those authorized to have it. HealthVetVistA provides the mechanism to make available this patient-relevant information in an integrated fashion wherever the patient and their care provider needs that information, independent of the location of the source of that information. This strategy creates an open platform to support the needs of the clinical health space through an application suite extensible to maximize reuse, minimize vendor dependency, facilitate cross-agency integration, ensure semantic consistency, and further interoperability.

The technical cornerstone of HealthVet is its Health Data Repository (HDR). HDR represents a significant infrastructure integration opportunity and supports the Department's One-VA vision of integrated and coordinated cross-administration activities. By enabling the integration of comprehensive electronic patient records from all VA Medical Centers, HDR will increase efficiency (as measured by improved diagnoses), improve record keeping, facilitate delivery of care, and reduce costs. HealthVet is planned to support the integration of VHA-external sources of data in a

standards-based manner, improving VHA's ability to work with organizations such as DOD, as well as with the health community at-large.

The HDR program resulted from VHA's drive to simplify work processes, to streamline and standardize collection and analysis of patient-specific information, and to reduce redundancy across the Administration. The HDR program has been identified as a high priority architectural initiative within the VHA mission-related elements of the One-VA Enterprise Architecture.

HDR allows VHA to store clinically-relevant information in one sharable component. This persistent, authoritative source of clinical information achieves cross-facility data integration, improves data quality, captures comprehensive data, provides timely clinical decision support, and provides the foundation for an electronic legal medical record. The consistent representation of this information in the electronic health record allows data to be compared across facilities and geography – something that is very difficult to achieve today. There are several significant organizational impacts as a result, such as quality and performance improvements, patient safety improvements (allowing medications, allergies, and alerts to be prescribed consistently on data across facilities), improved clinical and research query support (epidemiology) capability, and improved management and administrative reporting (resulting from enhanced data aggregation capability). This also has a workload benefit, as processes that are currently performed manually will have the opportunity to be automated.

The HDR addresses several content areas vital to VHA's ability to support clinical care requirements, including support for notifications, clinical reminders, decision support, and alerts. The initial phase is planned to include areas such as physician orders and results, observations (e.g., progress notes, discharge summaries, procedure results, and other forms of documentation pertinent to the legal medical record), patient problem lists, allergies and adverse reactions, vital measurements, patient demographic data, Patient Care Encounter (PCE) data (purpose of visit, diagnoses and procedure codes, immunizations and skin tests, health factors, patient education topics), and select results from non-VA care events.

Given that care can and is received from public and private institutions in addition to Federal facilities, VHA's future systems must provide the ability to integrate this data, irrespective of its original source. HealthVet and its Health Data Repository provide the seminal point of integration of this information by providing a coherent, harmonious centerpiece to VHA's information technology infrastructure. This approach, contrary to investing significant monies on making disparate systems interchange data, alters the focus of system integration within VHA towards a more useful, pragmatic, and economical technology approach that better supports its mission.

3.8.2 Applicable Drivers

Driver	Description
Aging veteran population	By the year 2010, veterans will comprise 66% of all males age 85 and older.
President Task Force	A joint task force with DOD and VA membership to improve access to veterans' benefits and to strengthen VA and DOD partnerships for health care services.
PL 104-262 "Eligibility Reform Act"	This law expanded many of the services available to veterans, and required that most veterans be enrolled to receive care. It makes eligibility rules the same for both inpatient and outpatient care.
PL 106-117 "The Veterans Millennium Health Care and Benefits Act"	Authorizes VA to expand long-term care services and to reimburse for the emergency treatment of certain enrolled veterans.
PL 104-191 "HIPAA"	<p>HIPAA will standardize the interchange of electronic data for specific administrative and financial transactions and protect the security and confidentiality of electronic health information. HIPAA legislation requires that standards be adopted in the following areas:</p> <ul style="list-style-type: none"> • Standards for Electronic Transactions • National Provider Identifier • Employer Identifier • National Patient Identifier • National Health Plan (Payer) Identifier • Security Standards • Code Sets (examples, disease/diagnostic, dentistry, pharmacy, procedural coding) • Privacy

Driver	Description
VA Strategic Goals and Secretary's Priorities	<ul style="list-style-type: none"> • Restore disabled veterans • Be recognized as a leader in the provision of specialized services, particularly spinal cord injury, geriatrics, and mental health. • Provide accurate decisions on compensation and pension rating-related claims within 100 days by summer of 2003. • Focus vocational rehabilitation resources on veterans with serious employment handicaps and independent living services. • Assure a smooth transition • Provide meaningful readjustment assistance by improving the quality and timeliness of decision-making for education claims through the use of electronic certification. • Meet community standards for origination and servicing of home loan guaranty benefits, and ensure there are no financial losses incurred on foreclosures. • Honor and serve veterans • Provide high-quality health care that meets or exceeds community standards. • Provide access to primary care appointments and specialty care appointments within 30 days, and ensure patients are seen within 20 minutes of their scheduled appointment. • Maintain the high level of service to insurance policy holders and their beneficiaries. • Ensure the burial needs of veterans and their eligible family members are met. • Support National Goals • Focus medical research on military associated issues, particularly rehabilitation, spinal cord injury/paralysis, and biomedical concerns. • Improve the Nation's response in the event of a National emergency or natural disaster by providing timely and effective contingency medical support. • Ensure that national cemeteries are maintained as national shrines dedicated to preserving our Nation's history, nurturing patriotism, and honoring the service and sacrifice veterans have made. • One-VA • Apply sound business principles and ensure accountability for performance standards

Driver	Description
VHA Strategic Goals	<ul style="list-style-type: none"> • Put quality first until we are first in quality • Provide easy access to medical knowledge, expertise and care • Enhance, preserve and restore patient function • Exceed patients' expectations • Maximize resource use to benefit veterans • Build healthy communities
Patient Safety	Address Institute of Medicine (IOM) Report on Patient Safety and collaborate with NASA to identify best practices.
Baldrige	<p>Leadership—Examines how senior executives guide the organization and how the organization addresses its responsibilities to the public and practices good citizenship.</p> <p>Strategic planning—Examines how the organization sets strategic directions and how it determines key action plans.</p> <p>Customer and market focus—Examines how the organization determines requirements and expectations of customers and markets.</p> <p>Information and analysis—Examines the management, effective use, and analysis of data and information to support key organization processes and the organization's performance management system.</p> <p>Human resource focus—Examines how the organization enables its workforce to develop its full potential and how the workforce is aligned with the organization's objectives.</p> <p>Process management—Examines aspects of how key production/delivery and support processes are designed, managed, and improved.</p> <p>Business results—Examines the organization's performance and improvement in its key business areas: customer satisfaction, financial and marketplace performance, human resources, supplier and partner performance, and operational performance. The category also examines how the organization performs relative to competitors.</p>
Homeland Security	Provide contingency support to the Department of Defense (DOD) and the Public Health Service during times of disaster or national emergency.

Driver	Description
CARES	<p>The CARES program is designed to assess veterans' health care needs and identify delivery options to deliver high quality accessible care to veterans. The CARES process will be completed in four basic steps:</p> <ol style="list-style-type: none"> 1) market analysis of veterans' health care needs; 2) service delivery option development; 3) evaluation; and 4) implementation.

3.8.3 Key High Level Data

Data Class	Description
Eligibility	Information related to a person's or an organization's entitlement to benefits. This subject area includes eligibility criteria, available benefits, service connected disability information, and entitlement decisions. Examples of benefits within VHA include healthcare related services.
Education	Group's education related information relative to care practitioners, beneficiaries, employees, and students
Finance	Group's finance related information, e.g., account, claim, financial document, financial event, financial transaction, and health benefit plan.
Stakeholder	Group's information about people and organizations that have an interest or interface or engaged in business with the VHA, e.g., patient, provider, practitioner, partner.
Medical Care Event	A collection of classes that represent the planning, execution and documentation of services provided on behalf of a patient, e.g., consent, encounter, intervention, observation, order, procedure, referral.
Resource	A collection of information about tangible items of interest to VHA such as buildings, reusable and consumable items, and people, e.g., asset, facility, human resource, material.
Direction and Governance	Information about the structure of intent to monitor, control, regulate, plan, and guide VHA.

3.8.4 Primary Locations

Facility	Description
VA medical center	A hospital that is owned, operated, staffed and operated by VA where medical, surgical or psychiatric care and treatment for sick or injured veterans is rendered.

Facility	Description
VA Nursing Home	A facility for veterans who are not acutely ill and not in need of hospital care, but who require nursing care and related medical or psychosocial services in an institutional setting.
VA Domiciliary	A facility that provides rehabilitative and long-term, health maintenance care for veterans who require minimal medical care but who do not need skilled nursing home services.
VA Independent Outpatient Clinic	A full-time, self contained, freestanding, ambulatory care clinic that has no management, program, or fiscal relationship to a VA medical center. Primary and specialty health care services are provided in an outpatient setting.
VA Community Based Outpatient Clinic (CBOC)	A VA operated, a VA funded, or a VA reimbursed health care facility or site geographically distinct or separate from the VA parent medical center. CBOCs may be: <ul style="list-style-type: none"> • VA owned, staffed and operated. • In leased space but staffed and operated by VA. • Contracted where space and staff are not VA.
VA Readjustment Counseling Center	A facility where veterans are provided assistance to resolve psychological war trauma and post-war adjustment to civilian life.
Consolidated Mail Out Pharmacy (CMOP)	A facility that provides pharmaceutical support services to VHA healthcare facilities located within their VHA designated service area (VISN) by filling and mailing prescriptions to veterans.
VA Central Office	An office building in Washington, DC where management and budget oversight, policy and guidance are provided to VHA healthcare, administrative and professional staff.
VA Health Eligibility Center (HEC)	The HEC establishes patient eligibility for VHA healthcare services, including income verification required by PL 101-508 and PL 104-162.
VA Health Administration Center	The HAC administers and adjudicates claims for VHA healthcare programs.

3.9 Medical Education

The Health Professions Education Mission is one of the congressionally mandated missions of the Veterans Health Administration (VHA) established by USC Title 38 § 7302.

“In order to carry out more effectively the primary function of the Veterans Health Administration and in order to assist in providing an adequate supply of health personnel to the Nation, the Secretary shall ...develop and carry out a program of education and training health personnel...” (38 USC.7302 (a))”

Title 38 U.S.C. mandates that VA assists in the training of health professionals for its own workforce needs and for those of the nation. By means of its long-standing partnerships with affiliated academic institutions, VA conducts the largest education and training effort for health professionals in the nation. VHA's "Health Professions Education Mission" contributes directly to patient care and to the quality of that care. Currently over 80,000 individual trainees, (medical residents, medical students, and associated health students) participate in VA patient care as part of their clinical training every year.

VA is actively involved in reshaping the education of future health professionals to meet the changing needs of the nation's health care system as well as to identify and develop new specialized areas of clinical training and care. Mission goals include the following:

- To make VA a preferred training site for future health professionals.
- To promote excellence and innovation in the education of future health care professionals that enhance the care of VA's patients.
- Promote VHA's value as a national resource for the training of future health professionals.
- Increase awareness and understanding of the value of the "teaching mission" of VHA.

While originally defined by statute, other external and internal drivers continually influence the VHA mission. Internal drivers include:

- Changes in VHA Organizational Structure
VHA converted to a geographic organizational structure with the creation of Veterans Integrated Service Networks (VISNs). As part of this process authority was transferred from central office to individual VISNs, which had the advantage of providing the ability to adjust to local needs. This enhanced local control was coupled with a shift from structured authority for education through the Associate Chief of Staff for Education, to an individualized authority, according to network preferences.
- VHAs Six for 2007
One of the key VHA goals is to "Build Healthy Communities" with the underlying strategy to: "Develop new, state-of-the-art training programs to best educate the health care professionals of the future."
- Capital Asset Realignment for Enhanced Services (CARES) Program
The CARES program will guide the realignment and allocation of capital assets to support the delivery of health care services and will impact physician resident and associated health training programs at affected VAMCs. This will require close coordination between VA and its academic affiliates at every level during the planning process to ensure excellent care to the nation's veterans.

External drivers include the following:

- VA/DOD Collaboration Efforts
Both DOD and VA provide education to future health care professionals through formal accredited training programs. DOD supports training programs independently accredited in the name of DOD facilities. VA supports training programs through partnerships with academic institutions in whose name those programs are accredited. Residents and faculty in DOD graduate medical education (GME) programs are primarily active duty military personnel. Residents in VA/University programs are drawn from a national applicant pool that includes US and non-US citizens.

The National Defense Authorization Act for FY 2002, Section 738, is entitled "Joint DOD-VA Pilot Program for Providing Graduate Medical Education and Training for Physicians." This Act will require that DOD and VA to carry out a pilot program under which graduate medical education is provided to physician residents at DOD medical treatment facilities and VA medical centers.

- Physician Resident Supervision
Congressional staffers have expressed interest in VA's resident supervision policies and GAO is in the process of reviewing the "Supervision of VA's Medical Residents."

The Office of Academic Affiliations is responsible for the following business activities in the area of clinical training and education:

Graduate Medical Education – manages education and training for clinical residents and fellows. Some examples include

- Medical resident training
- VA special resident fellowship
- Academic affiliation policy and agreements with medical schools

Associated and Allied Health Education – manages education and training for associated and allied health care professionals including academic affiliation policy and agreements with associated health programs. Examples include:

- Audiology/Speech Pathology
- Blind Rehabilitation Specialist Masters
- Dentistry Residency
- Dietetics
- Maxillo-Facial Prosthetics Technician
- Occupational Therapy
- Optometry
- Pharmacy

- Physical Therapy
- Physician Assistant
- Podiatry Resident
- Psychology
- Social Work

In FY2001 over 81,000 health profession students from over forty health care disciplines receive some or all of their clinical training in VA facilities through affiliations agreements with more than 2,000 educational institutions. The following are the information categories:

- Trainee
 - Residents
 - Nurse
 - Care practitioner
- Trainers/Faculty
 - Faculty preceptors
 - Program preceptors
- Education programs
- Accreditation of education programs
- Affiliations/agreements
- Stipends
- Medical education policy
- Education workload

Health Professions Education is conducted at VA medical facilities that have affiliation agreements with schools of medicine and/or associated health schools and universities. Currently 130 VA medical facilities are affiliated with 107 of the nation's medical schools. More than 70 percent of VA physicians have medical school faculty appointments. In addition to caring for patients at VA, they supervise residents and conduct research. VA has become an invaluable national training resource for students and resident physicians and an important contributor to the development of new knowledge through research. These facilities include

- VHA medical facilities
- VHA outpatient clinics
- Associated and Allied Universities.

3.9.1 Applicable Drivers

Driver	Description
VHA organization structure changes	Resources targeted to the VISN structure of 21 networks.

Driver	Description
VHA Strategic Goals, Six for 2007	<ul style="list-style-type: none"> • Put quality first until we are first in quality • Provide easy access to medical knowledge, expertise and care • Enhance, preserve and restore patient function • Exceed patients' expectations • Maximize resource use to benefit veterans • Build healthy communities
VA/DOD collaboration efforts	The National Defense Authorization Act for FY 2002, Section 738, is entitled "Joint DOD-VA Pilot Program for Providing Graduate Medical Education and Training for Physicians." This Act will require that DOD and VA to carry out a pilot program under which graduate medical education is provided to physician residents at DOD medical treatment facilities and VA medical centers.
Baldrige	<p>Leadership—Examines how senior executives guide the organization and how the organization addresses its responsibilities to the public and practices good citizenship.</p> <p>Strategic planning—Examines how the organization sets strategic directions and how it determines key action plans.</p> <p>Customer and market focus—Examines how the organization determines requirements and expectations of customers and markets.</p> <p>Information and analysis—Examines the management, effective use, and analysis of data and information to support key organization processes and the organization's performance management system.</p> <p>Human resource focus—Examines how the organization enables its workforce to develop its full potential and how the workforce is aligned with the organization's objectives.</p> <p>Process management—Examines aspects of how key production/delivery and support processes are designed, managed, and improved.</p> <p>Business results—Examines the organization's performance and improvement in its key business areas: customer satisfaction, financial and marketplace performance, human resources, supplier and partner performance, and operational performance. The category also examines how the organization performs relative to competitors.</p>

Driver	Description
Physician Resident Supervision	Congressional staffers have expressed interest in VA's resident supervision policies and GAO is in the process of reviewing the "Supervision of VA's Medical Residents."
CARES	<p>The CARES program is designed to assess veterans' health care needs and identify delivery options to deliver high quality accessible care to veterans. The CARES process will be completed in four basic steps:</p> <ol style="list-style-type: none"> 1) market analysis of veterans' health care needs. 2) service delivery option development. 3) evaluation. 4) implementation.

3.9.2 Key High Level Data

Data Class	Description
Finance	Groups finance related information, e.g., stipends.
Stakeholder	Group's information about people and organizations that have an interest or interface or engaged in business with the VHA, e.g., medical affiliations.
Education Programs	A collection of classes that represent the planning, execution and documentation of medical education programs, e.g., pharmacy, medical, psychology, optometry, etc.
Resource	A collection of information about tangible items of interest to VHA such as buildings, reusable and consumable items, and people, e.g., trainees, trainers, facility, human resource, material.
Direction and Governance	Information about the structure of intent to monitor, control, regulate, plan, and guide VHA, e.g., accreditation, affiliation/agreements, policy.

3.9.3 Primary Locations

Facility	Description
VA medical center	A hospital that is owned, operated, staffed and operated by VA where medical, surgical or psychiatric care and treatment for sick or injured veterans is rendered.
VA Independent Outpatient Clinic	A full-time, self contained, freestanding, ambulatory care clinic that has no management, program, or fiscal relationship to a VA medical center. Primary and specialty health care services are provided in an outpatient setting.

Facility	Description
Associated and Allied Universities	An institution for higher learning with teaching and research facilities constituting a graduate school and professional schools that allied health degrees in such areas as psychology, optometry, etc.

3.10 Medical Research

Medical and Prosthetic Research is one of the congressionally mandated missions of the Veterans Health Administration (VHA) — USC Title 38 § 7303. The Mission Statement of the Research Program asserts that the purpose of the program is to “discover knowledge and create innovations that advance the health and care of veterans and the nation.”

The Office of Research and Development Strategic Plan establishes the following goals for the Research Program.

1. Sustain a superior environment of inquiry conducive to the highest quality research, education, and patient care.
2. Effectively integrate basic, clinical, and applied research to best meet veterans' health care needs.
3. Effectively transfer research results to advance veterans' health care.
4. Capitalize on VHA's value as a national research asset.
5. Lead and manage an effective and efficient research enterprise.
6. Increase awareness and understanding of the value of VHA's research contributions.

These strategic goals were developed in 1998 to establish a clear direction for the research program and, at the same time contribute to the achievement of the mission and goals of VHA. They have been reviewed annually.

In addition to these strategic goals, internal and external drivers continue to influence VHA's research function, its mission and vision.

Internal VA strategic goals driving the VA research community include:

- Restore the capability of disabled veterans to the greatest extent possible and improve the quality of their lives and that of their families.
- Contribute to the public health, socioeconomic well being and history of the nation. In particular, be responsive to one of the secretary's priorities—focus medical research on military associated issues, particularly rehabilitation, spinal cord injury/paralysis, and biomedical concerns).

VHA Strategic goals, taken from VHA's Six for 2006, are also internal drivers and include the following:

- Enhance, Preserve, and Restore Patient Function
- Build Healthy Communities

External Drivers influencing VA's research include the aging veteran population, and geopolitical events, planned or otherwise.

Implementation of the overall policy, planning, coordination, and direction of R&D activities within VHA are carried out through programs administered by the four research services, or subfunctions.

1. Medical Research Service (MRS)
 - Support (develop, administer, and coordinate) biomedical and behavioral research
 - Enhance intramural research environment
 - Manage internal grants
 - Support compliance activities
2. Rehabilitation Research and Development Service (RR&D)
 - Support (develop, administer, and coordinate) rehabilitation research
 - Support compliance activities
3. Health Services Research and Development Service (HSR&D)
 - Assess and manage outcomes relative to access, quality, cost, and health (and well-being) of veterans
4. The Cooperative Studies Program (CSP)
 - Conduct/manage clinical trials
 - develop hypotheses
 - conduct animal studies
 - develop research proposals
 - recruit patients
 - inform patients
 - complete phase ii
 - complete phase iii
 - obtain FDA approval
 - continue with phase iv
 - coordinate with partners, e.g., DOD, HHS, pharmaceutical companies.
 - support compliance activities

The conduct, administration, and management of research impacts the following business classes:

- Research/Living Subject (animals, patients, veterans, populations, communities, individuals, families, volunteers).
- Oversight/Regulatory Group, e.g., FDA, NCQA.

- Researcher/Investigator
- Material
- Research Area (designated research area, priority area, diseases, disease groupings)
- Partner, e.g., DOD, Pharmaceutical Companies, Academic Affiliates.
- Supplier
- Facility
- Qualification, e.g., research accreditation.
- Standards Development Organization
- Consent
- Finance
- Care Practitioner
- Research Observation
- Procedure
- Direction and Governance (law, regulation, procedure, policy)
- Grant
- Protocols and Guidelines

Research is conducted and administered at the following facilities, with the number of facilities indicated in parentheses:

- Medical Centers (115)
- Central Office (1)
- Centers of Excellence (9)
 - Geriatric Rehabilitation
 - Functional Electrical Stimulation
 - Healthy Aging with Disabilities
 - Mobility
 - Rehabilitative Auditory Research
 - Limb Loss Prevention and Prosthetic Engineering
 - Brain Rehabilitation
 - Wheelchair and related technology
 - Rehabilitation and restoration of function in SCI and Multiple Sclerosis
- Coordinating centers for providing statistical and methodological guidance to VA investigators conducting clinical trials (4)
- Clinical Research Pharmacy (provides input into the design of studies involving drugs or medical devices, develops protocols, negotiates with pharmaceutical companies, and manages the distribution of drugs).

3.10.1 Applicable Drivers

Driver	Description
Aging veteran population	By the year 2010, veterans will comprise 66% of all males age 85 and older.

Driver	Description
Geopolitical Events	Events external to VA that affect veteran's health such as Agent Orange from the Viet Nam war era or more recently Gulf War Syndrome from the Gulf War.
VA Strategic Goals and Secretary's Priorities	<ul style="list-style-type: none"> • Restore the capability of disabled veterans to the greatest extent possible and improve the quality of their lives and that of their families • Contribute to the public health, socioeconomic well being and history of the nation (be responsive to one of the secretary's priorities—focus medical research on military associated issues, particularly rehabilitation, spinal cord injury/paralysis, and biomedical concerns) • Enhance, preserve, and restore patient function • Build healthy communities

3.10.2 Key High Level Data

Data Class	Description
Finance	Group's finance related information, e.g., grants.
Stakeholder	Group's information about people and organizations that have an interest or interface or engaged in business with the VHA, e.g., research/investigator, oversight/regulatory, etc.
Research Event	A collection of classes that represent the planning, execution and documentation of research services, e.g., consent, research observation, procedure.
Resource	A collection of information about tangible items of interest to VHA such as buildings, reusable and consumable items, and people, e.g., asset, facility, human resource, material.
Direction and Governance	Information about the structure of intent to monitor, control, regulate, plan, and guide VHA research, e.g., protocols and guidelines, accreditation.
Research Area	Represents a research area of specialty including priorities, disease groupings.
Living Subject	Basic information about living subjects, veterans, populations, communities, individuals, families, and volunteers engaged in medical/clinical/rehabilitation research.
Grants	Information about research grants.

3.10.3 Primary Locations

Facility	Description
VA medical center	A hospital that is owned, operated, staffed and operated by VA where medical, surgical or psychiatric care and treatment for sick or injured veterans is rendered.
VA Central Office	An office building in Washington, DC where management and budget oversight, policy and guidance are provided to VHA healthcare, administrative and professional staff.
Centers of Excellence	A physical location in a VA medical center that is staffed to study the following special research areas: <ul style="list-style-type: none"> • Geriatric Rehabilitation • Functional Electrical Stimulation • Healthy Aging with Disabilities • Mobility • Rehabilitative Auditory Research • Limb Loss Prevention and Prosthetic Engineering • Brain Rehabilitation • Wheelchair and related technology • Rehabilitation and restoration of function in SCI and Multiple Sclerosis
Coordinating Centers	A physical location in a VA medical center that is staffed to provide statistical and methodological guidance to VA investigators conducting clinical trials.
Clinical Research Pharmacy	A physical location in a VA medical center that is staffed to provide provides input into the design of studies involving drugs or medical devices.

3.11 Finance and Accounting

The Finance and Accounting KEFs, as an integrated financial and logistics system, provide for a strong supporting infrastructure for VA that enables it to care for veterans and their families. Without this strong support system, the delivery of benefits and services to veterans is weakened. An effective finance and accounting system permits improved customer service, decreases overhead system costs, and creates a better workforce.

Finance and accounting KEFs provide the staff of the Veterans Affairs Central Office (VACO) and its supporting offices, the Veterans Health Administration (VHA), Veterans Benefits Administration (VBA), and the National Cemetery Administration (NCA) with a robust, flexible, and integrated system that provides accurate data in support of financial and logistics management information needs. Specifically, the functional areas supported are budget, accounting, e.g., general ledger, payables, receivables, travel management, grants, cost accounting, supplier management, and external reports.

A number of external and internal drivers influence the Finance and Accounting KEF. These are:

External Drivers:

- Chief Financial Officers, Act of 1990, Public Law 101-576.
- Clinger/Cohen Act; Information Technology Management Reform Act. Division E of Public Law 104-106.
- Debt Collection Improvement Act (DCIA) of 1996.
- Federal Financial Management Improvement Act (FFMIA) of 1996.
- Federal Managers' Financial Integrity Act (FMFIA) of 1985.
- Prompt Payment Act of 1985 and Amendments of 1996.
- United States Codes and Regulations.
- Office of Management and Budget Circulars.
- Federal Accounting Standards.
- Joint Financial Management Improvement Program Standards.
- Federal Performance Improvement Laws (e.g., GPRA, GPEA).
- Federal Appropriations Laws.
- Health Information Privacy and Protection Act (HIPPA).
- Department of Defense (DOD).
- Federal e-Gov initiatives.

Internal Drivers:

- One-VA.
- VA Strategic Goals.
- Departmental Standards.
- Data Consolidation.
- VA Enterprise Architecture.

Stakeholders and customers of the Finance and Accounting KEFs include veterans, their dependents and beneficiaries, commercial vendors (individual and institutional), foreign vendors, agents/cashiers, utility companies, educational and training institutions, coast guard students, non-VA related physicians and hospitals, pharmacies, laboratories, property management brokers, state governments, Congress, Office of Management and Budget, Department of the Treasury, the Internal Revenue Service, VBA, NCA, VHA, and other staff offices.

The Finance and Accounting KEFs are supported by performance of the following high-level functions:

- General Ledger Processing – provides financial controls, data collection, and financial reporting to enable Government-wide data management.

- Payables Processing – provides payment processing and creates financial control to prevent double payments. It also allows visibility of required information.
- Receivables Processing – management of funds owed to or received by VA; improves cash flow. Includes receipt of funds, offset of payments, and invoicing.
- Fixed Assets Processing – provides financial analysis for fixed (i.e., capitalized assets), e.g., calculate depreciation, perform tracking functions, and conduct “what if” scenarios for fixed assets.
- Project Cost Accounting Processing – maintains detailed cost and billing information to monitor project performance in a format that optimizes productivity while financial managers track the total cost of running the business.
- Budget Processing – handles budget execution, federal reports definition, and the year-end closing process.
- Travel Management – tracks all travel-related obligations and expenditures, travel related invoices, storage and relocation costs.
- Grants – finances Federal programs executed by organizations outside the Federal Government.
- Financial System Setup, Operations and Maintenance – establishes General Ledger structure, organizational structure, budget structure; supports updating associated referential tables used by multiple functions as needed, e.g., vendors, party information, etc.
- Supplier Management – manages lists of suppliers and vendors, as well as the list of VA employees, beneficiaries, and individuals who have been “vendorized”(i.e., payees who receive payment for performing VA business related activities).
- External reports processing – creates reports for other government agencies required by law, executive order, regulation, or other external driver.

The Finance and Accounting KEFs require the following general information categories:

- Party information:
 - Vendor information (e.g., name, tax identification number, address, etc.)
 - Debtor information (e.g., name, tax identification number, address, etc.)
 - Veteran information (e.g., name, tax identification number, address, etc.)
- Procurement history information (socio-economic, contract type, source, etc.)
- Bank information (e.g., bank routing number, account type, account number, address, etc.)

- Transaction Item information (e.g., Item number, item name, unit of measure, payment method)
- Organizational information
- Contract information (e.g., number, type, terms, agreements, performance, etc.)
- Human Resources Information (e.g., name, employee number (SSN), job classification, job title, organization, cost center, schedule, etc.)
- Property information
- Status or History of Supplier information
- Personnel information
- Catalog information
- Systems information
- Records management information
- Supplier Relationship information
- Supplier Performance information

Finance and Accounting KEFs are performed across VA including the following locations:

- VA Central Office components of each of the three major Administrations (VHA, VBA, and NCA) and supporting staff offices
- VBA Regional Offices
- VHA Medical Center
- Austin Financial Services Center
- Denver Health Administration Center
- Mortgage Loan Accounting Center
- National Acquisition Center (NAC)
- Denver Distribution Center
- Community Based Outpatient Clinic (CBOC)
- Consolidated Mail Outpatient Pharmacy (CMOP)
- Hines, IL Service Distribution Center and Fiscal Office
- Somerville Asset Management Center

Additionally, some Finance and Accounting functions (e.g., Supplier Management) can be performed externally at:

- External offices of Commercial Vendor
- State and Local Government offices

3.11.1 Infrastructure and Integration Opportunity: Supplier Management

Within VA there is a significant opportunity to consolidate information about and management of supplier information. The Supplier Management (SM) subfunction of the Finance and Accounting KEF is responsible for this functionality. Supplier Management currently addresses the management of multiple lists (e.g., manual, paper, electronic, fax) of suppliers and vendors who supply goods, services, and materiel to VA. SM also

addresses the management of the list of VA employees, beneficiaries, and individuals who have been “vendorized.” This vendorized list consists of payees who receive payment from VA for performing VA business related activities such as travel, tuition, and transit benefit re-imbursement.

A project is underway to establish a standardized SM functional capability eliminating the need to maintain multiple vendor files, particularly with multiple sources of data entry. This in turn will decrease manual registration efforts and promote electronic registration, increase organizational efficiency, promote data standardization, and decrease the opportunity for duplicative, erroneous and inconsistent data.

The SM implementation is a crosscutting issue that can be undertaken to provide an infrastructure that will allow suppliers, employees, veterans to conduct businesses with VA electronically, to access and/or update commercial vendor or personal information and provide a unified and consistent view of this information. The registration and maintenance for all supplies and materiel potentially requires resolution, centralization, and the development of potential naming and formatting standards related to the core Financial and Logistics System (coreFLS) vendor file.

The issues were identified during the Baseline Enterprise Build phase by the coreFLS commercial-off-the-shelf (COTS) Accounts Payable (AP) team, the coreFLS AP Functional Configuration Group (FCG), the Financial Accounting Services (FAS) Division, the Financial Operations Services (FOS) Division, and other VA stakeholders.

An integrated SM subfunction provides for a strong supporting infrastructure for VA that enables it to care for internal customers such as VA employees and manage external customers such as commercial/federal vendors, and veterans and their families. Without this strong support subfunction, the delivery of benefits and services to veterans is weakened. An effective SM subfunction permits improved customer service, accuracy, decreases overhead system costs, and creates a better workforce.

SM provides VACO staff and the staff of its supporting offices (VHA, VBA, and NCA) with a robust, flexible, and integrated functional capability that provides accurate data in support of supplier management information needs. Specifically, this functional area is comprised of processes or activities that allow registration, maintenance, managing payee information, and generating internal and external reports.

3.11.2 Applicable Drivers

External Drivers	Description
Chief Financial Officers (CFO) Act of 1990 (Public Law 101-576)	Law relevant to developing and maintaining integrated accounting and financial management systems directing, managing, and providing policy guidance and oversight of all agency financial management personnel, activities, and operations approving and managing financial management systems design and enhancement projects. And developing budgets for financial management operations and improvements, overseeing the recruitment, selection, and training of personnel to carry out agency financial management functions, implementing agency asset management systems. This includes systems for cash management, credit management, debt collection, and property and inventory management and control monitoring the financial execution of the agency budget in relation to actual expenditures.
Clinger/Cohen Act (Information Technology Management Reform Act) Division E of Public Law 104-106)	Requires the heads of Federal agencies to link IT investments to agency accomplishments. The Clinger-Cohen Act also requires that agency heads establish a process to select, manage and control their IT investments
Debt Collection Improvement Act (DCIA) of 1996	<p>Act to enhance debt collection Government-wide; mandates the use of electronic funds transfer (EFT) for Federal payments, allow Federal Reserve Bank Treasury Check Offset, and provide funding for the Check Forgery Insurance Fund.</p> <p>This law provides that any non-tax debt or claim owed to the United States that has been delinquent for a period of 180 days shall be turned over to the Secretary of the Treasury for appropriate action to collect or terminate collection actions on the debt or claim. Debt that is in litigation or foreclosure, with a collection agency or designated Federal debt collection center, or that will be disposed of under an asset sales program, is exempt from transfer to the Secretary.</p>
Federal Financial Management Improvement Act (FFMIA) of 1996 (Title VIII of P.L. 104-208, The Omnibus Consolidated Appropriations Act, 1997)	Establishes in statute certain financial management system requirements such as (1) federal financial management system requirements, (2) applicable federal accounting standards, and (3) the standard general ledger at the transaction level.

External Drivers	Description
Federal Managers' Financial Integrity Act (FMFIA) of 1982	<p>The act encompasses accounting and financial management programs and operational and administrative areas and establishes specific requirements for management controls in Federal agencies. Agency heads must establish controls that responsibly ensure:</p> <ul style="list-style-type: none"> • Obligations and costs comply with applicable law. • Assets are safeguarded against waste, loss, unauthorized use, or misappropriation. • Revenues and expenditures are properly recorded and accounted for in accordance with the law. • In addition, agency heads must annually evaluate and report on the control and financial systems that protect the integrity of Federal programs.
Prompt Payment Act of 1985 and Amendments of 1996	<p>The Prompt Payment Final Rule (formerly OMB Circular A-125, "Prompt Payment") requires Executive departments and agencies to pay commercial obligations within certain time periods and to pay interest penalties when payments are late. On June 17, 1998, the Office of Management and Budget (OMB) requested comment on proposed revisions to the Circular. The Circular was revised to reflect the increased use of electronic commerce in the Federal government and the private sector and to reflect the requirements of the Debt Collection Improvement Act (DCIA) of 1996.</p>
United States Codes and Regulations	
38 USC 1729(a) (MCCF Reasonable Charge Authority Citation)	<p>Subject to the provisions of this section, in any case in which a veteran is furnished care or services under this chapter for a non-service-connected disability, the United States has the right to recover or collect reasonable charges for such care or services (as determined by the Secretary) from a third party to the extent that the veteran (or the provider of the care or services) would be eligible to receive payment for such care or services from such third party if the care or services had not been furnished by a department or agency of the United States.</p>

External Drivers	Description
38 USC 8153(b) (Health-Care Resource Sharing Authority Citation)	<p>a)(1) To secure health-care resources which otherwise might not be feasibly available, or to effectively utilize certain other health-care resources, the Secretary may, when the Secretary determines it to be in the best interest of the prevailing standards of the Department medical care program, make arrangements, by contract or other form of agreement for the mutual use, or exchange of use, of health-care resources between Department health-care facilities and any health-care provider, or other entity or individual.</p> <p>B)(i) If the health-care resource required is a commercial service or the use of medical equipment or space, and is not to be acquired from an entity described in subparagraph (A), any procurement of the resource may be conducted without regard to any law or regulation that would otherwise require the use of competitive procedures for procuring the resource.</p>
Office of Management and Budget Circulars	
OMB Circular A-127	Circular No. A-127 prescribes policies and standards for executive departments and agencies to follow in developing, operating, evaluating, and reporting on financial management systems.
OMB Circular A-11	Discusses planning, budgeting and acquisition of capital assets, and how to prepare and submit information on new acquisitions.
OMB Circular A-25, User Charges	The Circular establishes Federal policy regarding fees assessed for Government services and for sale or use of Government goods or resources. It provides information on the scope and types of activities subject to user charges and on the basis upon which user charges are to be set. Finally, it provides guidance for agency implementation of charges and the disposition of collections.
OMB Circular A-45, Rental and Construction of Government Quarters	This circular sets forth policies and administrative guidance to be used by executive agencies in establishing and administering rental rates and other charges for Government rental quarters and related facilities.
OMB Circular A-76, Performance of Commercial Activities	This Circular establishes Federal policy regarding the performance of commercial activities and implements the statutory requirements of the Federal Activities Inventory Reform Act of 1998, Public Law 105-270. The Supplement to this Circular sets forth the procedures for determining whether commercial activities should be performed under contract with commercial sources or in-house using Government facilities and personnel.

External Drivers	Description
OMB Circular A-87, Cost Principles for State and Local Governments	This Circular establishes principles and standards for determining costs for Federal awards carried out through grants, cost reimbursement contracts, and other agreements with State and local governments and federally recognized Indian tribal governments (governmental units).
OMB Circular A-122, Cost Principles for Non-Profits	The Office of Management and Budget (OMB) revises OMB Circular A-122 by amending the definition for equipment; requiring the breakout of indirect costs into two categories (facilities and administration) for certain non-profit organizations; modifying the multiple allocation basis; and clarifying the treatment of certain cost items.
OMB Circular A-134, Financial Accounting Principles and Standards	This circular establishes the policies and procedures for approving and publishing financial accounting principles and standards. It also establishes the policies to be followed by Executive Branch agencies and OMB in seeking and providing interpretations and other advice related to the standards.
OMB Bulletin 97-01, Form and Content Requirements for Agency Financial Statements (Provides guidance on the format for the Statement of Net Cost.)	<p>This bulletin and the accompanying attachment define the form and content of financial statements of the executive departments and agencies listed in the attachment, as required by 31 U.S.C. 3515(d).</p> <p>This bulletin also incorporates the concepts and standards contained in the Statements of Federal Financial Accounting Concepts (SFFACs) and Statements of Federal Financial Accounting Standards (SFFASs) recommended by the Federal Accounting Standards Advisory Board (FASAB) and approved by the Secretary of the Treasury, the Director of the Office of Management and Budget (OMB), and the Comptroller General as of the date of this Bulletin.</p>
Federal Accounting Standards	
Federal Accounting Standards Advisory Board (FASAB) Concepts and Standards: Statement of Federal Financial Accounting Concepts (SFFAC) No. 1, Objectives of Financial Reporting	The four objectives of financial reporting in the federal government are (1) budgetary integrity, (2) operating performance, (3) stewardship, and (4) system controls.

External Drivers	Description
FASAB SFFAC No. 2, Entity and Display	There is a management responsibility for controlling and deploying resources, producing outputs and outcomes, executing the budget or a portion thereof, and held accountable for the entity's performance. Financial statements are intended to provide a meaningful representation of operations and financial condition. Users of financial statements can use the information in financial statements to help make resource allocation and other decisions and hold entity accountable for its deployment and use of resources.
FASAB Statement of Federal Financial Accounting Standards (SFFAS) No. 4, Managerial Cost Accounting Concepts and Standards (Amended by SFFAS No. 9 for implementation date.)	Managerial cost accounting should be a fundamental part of the financial management system and, to the extent practicable, should be integrated with other parts of the system. Managerial costing should use a basis of accounting, recognition, and measurement appropriate for the intended purpose. Cost information developed for different purposes should be drawn from a common data source, and output reports should be reconcilable to each other.
FASAB SFFAS No. 5, Accounting for Liabilities of the Federal Government	Establishes standards for liabilities of the federal government not covered in SFFAS No. 1. Particular areas covered are capital leases, pensions, and other retirement benefits, and insurance and guaranty programs.
FASAB SFFAS No. 6, Accounting for Property, Plant, and Equipment (PP&E)	Statement of Federal Financial Accounting Standards (SFFAS) No. 6 provides for the accounting treatment of federally owned P&E.
FASAB SFFAS No. 7, Accounting for Revenue and Other Financing Sources	Statement of Federal Financial Accounting Standards (SFFAS) No. 7 provides for information necessary to reconcile budgetary and financial accounting.
FASAB SFFAS No. 10, Accounting for Internal Use Software	Required the capitalization of software whether it is COTS, contractor-developed or internally developed software.
FASAB SFFAS No. 12, Recognition of Contingent Liabilities from Litigation	Clarifies the standard for contingencies involving pending or threatened litigation and unasserted claims and will facilitate communication among auditors, lawyers, those who prepare financial statements, and those who use financial statements.
Other External Drivers	
Joint Financial Management Improvement Program Standards	Framework for Financial Management Systems, Core Financial Systems Requirements, System Requirements for Managerial Cost Accounting, Core Competencies for Accountants in the Federal Government

External Drivers	Description
Framework for Financial Systems	Defines the framework for establishing and maintaining financial management systems to support management and deliver programs to the federal government. Facilitates the design, implementation, and operation of financial management systems to support the increased emphasis being placed on improving government operations and providing meaningful information to multiple levels of users.
Core Financial System Requirements	This document is intended for financial system analysts, systems accountants, systems developers, program managers, and others who design, develop, implement, operate or maintain financial management systems. It is also intended as guidance for reviews of system compliance with FMFIA requirements.
Government Management Reform Act of 1994 (P.L. 103-356)	An original bill to provide a more effective, efficient, and responsive Government. This bill includes Federal Financial Management Act of 1994 and the Government Management Reform Act of 1994.
Government Performance and Results Act of 1993 (P.L. 103-62)	An Act to provide for the establishment of strategic planning and performance measurement in the Federal Government, and for other purposes.

External Drivers	Description
<p>Balanced Budget Act - Title VIII: Veterans and Related Matters (P.L. 105-33, Medical Care Cost Fund (MCCF) Reasonable Charge Authorizing Language)</p>	<p>Sec. 1729A. Department of Veterans Affairs Medical Care Collections Fund:</p> <p>(a) There is in the Treasury a fund to be known as the Department of Veterans Affairs Medical Care Collections Fund.</p> <p>(b) Amounts recovered or collected after June 30, 1997, under any of the following provisions of law shall be deposited in the fund:</p> <ul style="list-style-type: none"> (1) Section 1710(f) of this title. (2) Section 1710(g) of this title. (3) Section 1711 of this title. (4) Section 1722A of this title. (5) Section 1729 of this title. (6) Public Law 87-693, popularly known as the Federal Medical Care Recovery Act' (42 U.S.C. 2651 et seq.), to the extent that a recovery or collection under that law is based on medical care or services furnished under this chapter. <p>(c)(1) Subject to the provisions of appropriations Acts, amounts in the fund shall be available, without fiscal year limitations to the Secretary for the following purposes:</p> <p>(A) Furnishing medical care and services under this chapter, to be available during any fiscal year for the same purposes and subject to the same limitations (other than with respect to the period of availability for obligation) as apply to amounts appropriated from the general fund of the Treasury for that fiscal year for medical care.</p> <p>Expenses of the Department for the identification, billing, auditing, and collection of amounts owed the United States by reason of medical care and services furnished under this chapter.</p>
<p>Veterans' Health Care Eligibility Reform Act of 1996 (P.L. 104-262, Enhanced Sharing Authorizing Language)</p>	<p>An Act to amend title 38, United States Code, to reform eligibility for health care provided by the Department of Veterans Affairs, to authorize major medical facility construction projects for the Department, to improve administration of health care by the Department, and for other purposes.</p>

External Drivers	Description
Treasury Financial Manual	The Treasury Financial Manual (TFM) is Treasury's official publication for financial accounting and reporting of all receipts and disbursements of the Federal Government. The Secretary of the Treasury has this responsibility as set forth in 31 U.S.C 331 and 3513. Other statutes and Executive Orders specifically place regulatory responsibility with Treasury for other subject matter covered in the TFM. Treasury's Financial Management Service (FMS) issues the TFM to provide policies, procedures, and instructions for Federal departments and agencies, Federal Reserve Banks (FRBs), and other concerned parties to fulfill their fiscal responsibilities.
Federal Acquisition Regulations	The FAR is the primary regulation for use by all Federal Executive agencies in their acquisition of supplies and services with appropriated funds. It became effective on April 1, 1984, and is issued within applicable laws under the joint authorities of the Administrator of General Services, the Secretary of Defense, and the Administrator for the National Aeronautics and Space Administration, under the broad policy guidelines of the Administrator, Office of Federal Procurement Policy, Office of Management and Budget.
Other Statements of Federal Financial Accounting Standards issued by OMB and the United States Standard General Ledger (SGL)	The USSGL provides a uniform Chart of Accounts and technical guidance to be used in standardizing Federal agency accounting, which supports the preparation of standard external reports required by central agencies. The Treasury Financial Manual (TFM) USSGL Supplement (released annually) is composed of five major sections: Chart of Accounts, Account Descriptions, Accounting Transactions, USSGL Attributes, and Report Crosswalks.
Government wide Information Resources Management (IRM) policies and standards	Governmental organizations such OMB, NIST and JFMIP have established IRM polices and standards which are applicable to various parts of the Financial and Accounting KEF. There are also internal IRM polices and standards applicable to the VA IRM polices and standards, e.g., VA Directive 6000.
Federal e-Gov initiatives	The Executive level programs and projects that are framed in terms of Federal/all agency initiatives and programs. They are usually aligned with the President's Executive Orders and other Executive programs.

Internal Drivers	Description
One-VA	As the Department of Veterans Affairs heads into the 21st century, we will strive to meet the needs of the Nation's veterans today and tomorrow. We are a more customer-focused organization, functioning as "One-VA" and delivering seamless service to our customers. We benchmark our service with the best in business. We use innovative means and high technology to deliver "World-Class Customer Service." We foster partnerships with our customers and stakeholders, making them part of the decision-making process.
VA Strategic Goals	<p>Goal 1: Restore the capability of disabled veterans to the greatest extent possible and improve the quality of their lives and that of their families.</p> <p>Goal 2: Ensure a smooth transition for veterans from active military service to civilian life.</p> <p>Goal 3: Honor and serve veterans in life and memorialize them in death for their sacrifices on behalf of the nation.</p> <p>Goal 4: Contribute to the public health, socioeconomic well-being and history of the nation.</p>
Departmental Standards	Multiple VA standards relative to Finance and Accounting.
VA Directive 4510	This directive sets forth the policies and responsibilities pertaining to financial management systems, such as internal controls, systems functionality, accounting standards, and data standards and the establishment and maintenance of a single, integrated, financial management system for the Department of Veterans Affairs.
VA Directive 4560, Cost Accounting	This directive provides for new policy by which VA will cost the acquisition and/or production, management, and delivery of its products and services to a customer.
VA Handbook 4560.1, Cost Accounting	This handbook introduces a new methodology by which VA will cost the acquisition and/or production, management, and delivery of its products and services to a customer. It identifies responsibilities for Departmental costing methodology, handbook development, and review.
VA Directive 6000	This directive establishes policy for the implementation of an integrated Department-wide Information Resources Management (IRM) framework.
VA Directive 6102	This directive establishes policy for the Department of Veterans Affairs (VA) employees in managing, maintaining, establishing, and presenting information on VA's Internet/Intranet Service Sites and use of related Internet services.

Internal Drivers	Description
VA Directive 6210	To revise the VA's automated information systems (AIS) security policy, formerly contained in VA Manual MP-6, Part 1, chapter 2. This directive implements recommendations of the VA's security working group (SWG).
VA Directive 6300	This directive sets forth the policies and responsibilities for VA's Records and Information Management program which includes records management, vital records, the Privacy Act (PA), the Freedom of Information Act (FOIA), the Computer Matching and Privacy Protection Act, and the Release of Names and Addresses (RONA).
VA Handbook 6210	This handbook establishes procedures and practices for AIS security programs at all organizational levels of VA. It implements the policies contained in VA Directive 6210, Automated Information Systems Security.
OF Bulletin 99GC2.02, Accounting for Unfunded Liabilities and Expenses	This bulletin provides information on calculating and reporting VA's unfunded liabilities and expenses relating to the Federal Employees' Compensation Act (FECA), the Judgment Fund, and Accrued Annual Leave.
VA Controller Policy MP-4, Part 5, Chapter 11	This chapter states VA policy on advance financing of Federal programs and implements the Department of the Treasury requirements relating to this subject. It prescribes the procedures to be used relative to the issuance and processing of letters of credit and advances by Treasury check. It does not replace or authorize deviations from other governing regulations such as those included in part (32) of the Federal Acquisition Regulation.
OF Bulletin 99GC2.04, Departmental Overhead Calculations	This bulletin establishes the Department of Veterans Affairs' (VA) accounting procedures for calculating and reporting the high level (departmental) overheads that are to be allocated to all of VA's Administrations, the Supply Fund and the Franchise Fund.
OF Bulletin 99GC2.05 Cost Accounting Policy Applicable to the Staff Offices	The purpose of this bulletin is twofold: (1) to establish the Department of Veterans Affairs' (VA) cost accounting policy for the staff offices; and (2) to require that each staff office develop a methodology for allocating its costs to VA's business lines.
OF Bulletin 99GC2.06, Accounting for Non-Production Costs	The purpose of this Bulletin is to identify VA's non-production costs and explain their relationship to costing.
OF Bulletin 00GC2.01, Accounting for Unfunded Pension and Other Retirement Benefits (ORB) Expense	This bulletin transmits the 1999 cost factors for calculating and reporting of VA's Unfunded Pension and Other Retirement Benefits (ORB) Expense, as required by Statement of Federal Financial Standards No. 5 (SSFAS-5) – Liabilities of the Federal Government.

Internal Drivers	Description
VA Directive 97-015, Expanded Health Care Resource Sharing Authority	This Veterans Health Administration (VHA) Directive implements provisions of Public Law (Pub. L.) 104-262, "The Veterans Health Care Eligibility Reform Act of 1996," which significantly expand the Department of Veterans Affairs (VA) health care resources sharing authority in Title 38 United States Code (U.S.C.) Sections 8151 through 8153.

3.11.3 Key High Level Data

Data Class	Description
Party information	Information on Vendors, Debtors, Employees, other government agencies, and other organizations and individuals which receive or owe payments, and/or are responsible for supplying/receiving equipment and/or services. Used in General Ledger, Payables, Receivables, Inventory, Travel Management, Grants, and Supplier Management processing. Detailed fields include name, tax identification number, address, etc.
Veteran information	Name, Social Security Number, Address, Eligibility, Dependents, Beneficiaries, etc.
Bank information	Destination/source for funds transactions. Detailed fields include Bank routing number, account type, account number, address, etc. Used in Payables, Receivables, Travel Management Processing, and Supplier Management.
Transaction Item information	Information about items that can be contracted for, paid for, received and handled, and/or inventoried. Detailed fields include item number, item name, unit of measure, inventory organization. Used in Payables, Fixed Asset Processing, and Supplier Management.
Organizational information	Specifies organization within VA, e.g., Administration, Station, Cost Center, for which the function is being performed or to which the associated information pertains to. Used in all subfunctions of this KEF.
Contract/Purchase Agreement	A written agreement between VA and Federal, or non-Federal entities for goods and/or services. Used to validate the charge. Information includes number, type, terms, agreements, performance, etc.
Procurement History File	Database collected from the Integrated Funds and Control Point Program (IFCAP) that includes sources of products and services, source, item description, quantity, purchase order/contract number, contract type, and price.

Data Class	Description
Property information	<p>a) Real Property. Buildings, grounds, and structures including building service equipment permanently installed in or attached to buildings and structures which becomes a part of real property for the purpose of rendering the building or structure usable or habitable. Includes items normally required for the functional use of buildings and structures, such as heating and light fixtures, elevators, fire alarm, and air conditioning systems, which, when installed, becomes an integral part of real property, e.g., land and buildings.</p> <p>b) Personal Property. All property other than real or building service equipment. Items in this category are further classified as expendable or nonexpendable. The classification of property into these categories provides the basis for:</p> <ul style="list-style-type: none"> • Segregation of asset acquisitions from operating supplies. • Data collection to support a planned maintenance and replacement program.
Human Resources Information	<p>Used for multiple purposes, e.g., to confirm that a VA staff member is authorized to perform a function, e.g., approve a payment or enter a transaction; information about employee/volunteer related to a project, e.g., as supervisor, manager, staff; Information about travelers and approvers. Detailed fields include Name, employee number (SSN), job classification, job title, organization, cost center, schedule, etc. These resources could be employees or volunteers. Used for Payables, Receivables, Fixed Assets, Project Cost Accounting, Travel Management, Grants, and Supplier Management processing.</p>
Fixed Asset Accounting Information	<p>Accounting information for fiscal reporting of capitalized assets; used for depreciation, financial tracking, and “what if” scenarios.</p>
Payable Information	<p>Disbursements by VA, used in Payables and Travel Management processing to record payment information. Includes incoming invoices.</p>
Receivable Information	<p>Funds received by VA (includes outgoing invoices); used in Receivables Processing.</p>
Project accounting information	<p>Detailed cost and revenue information for a project; used for monitoring financial status of a project; used in Project Cost Account Processing.</p>

Data Class	Description
Budget	Detailed information on Department funding; includes project funding. Used for monitoring financial status of the Department, organizations within the Department, projects, and other fund groupings. Used in the Project Cost Account and the Budget Processing functions.
Third Party Insurance Policies	Funds VA may receive from customer receivables if a third party insurance policy is used. Used in Receivables Processing.
Management	Identification of individuals or positions used to designate recipients of reports or approvers/reviewers of business function operations. Includes external report recipients.
Travel Information	Travel related obligations and expenditures, travel related invoices, storage, relocation costs. Used in Travel Management and Supplier Management.
Grant Information	Information about funding obligations of the Federal Government administered by VA, where such funding supports Federal Programs executed by organizations outside the Federal Government.
Accountability Report	Report that outlines goals, strategies, and performance of the enterprise against stated goals.
Systems information	Utilizes accounting information reported in FMS and IFCAP systems. This is information that is associated with automated process supported by specific VA systems. This information is required to meet system transaction validation and auditing requirements.
Records management information	This is information associated with planning, organizing, controlling, direction, and storing information within VA and the Federal Information Processing System (FIPS). This information falls in two primary categories, paper and electronic.
Archiving information	This is information associated with records storage adhering to National Archiving Records Administration (NARA) standards. It usually falls in two primary categories, paper and electronic. Its purpose is focused on the retirement or records and in the retrieval of records for business purposes.
Supplier Relationship information	This is information associated with maintaining business relationships and operational feedback related to all business customers.
Supplier Performance information	Information that shows how well and to what extent the stated measure of the goal was reached or satisfied by the supplier.

3.11.4 Primary Locations

Facility	Description
VA Central Office and supporting Staff Offices	VA Central Office and supporting organizations outside VHA, VBA and NCA that provide administrative (policy, financial, logistical), legal, and oversight functions for the Department.
All VBA Regional Offices	VBA provides benefits and services to the veteran population through 57 VA regional offices (RO). Some of the benefits and services provided by VBA to veterans and their dependents include compensation and pension, education, loan guaranty, and insurance. ROs use most aspects of the finance and accounting KEFs.
All VHA Medical Centers	With 163 VA medical centers (VAMCs) nationwide, VHA manages one of the largest health care systems in the United States. VAMCs within a Veterans Integrated Service Network (VISN) work together to provide efficient, accessible health care to veterans in their areas. The VHA also conducts research and education, and provides emergency medical preparedness. VAMCs use all aspects of the finance and accounting KEFs.
All National Cemeteries	NCA is responsible for providing burial benefits to veterans and eligible dependents. The delivery of these benefits involves managing 120 National Cemeteries nationwide, providing grave markers worldwide, administering the State Cemetery Grants Program that complements the National Cemeteries network, and providing Presidential Memorial Certificates to families of deceased veterans. Finance and accounting activities for many national cemeteries are performed by servicing stations such as VAMCs.
Austin Financial Services Center	Centralized department-wide VA finance and accounting facility.

Facility	Description
Denver Health Administration Center	<p>Originally established to administer the Civilian Health and Medical Program of the Department of Veterans Affairs (CHAMPVA) program, the role of the Health Administration Center (HAC) has been expanded to include administration of the Department's Foreign Medical Program, Spina Bifida Healthcare Program and VHA's Mail Management Office.</p> <p>The CHAMPVA program has also expanded to include a medication by mail program and reimbursements to VA medical facilities that see CHAMPVA beneficiaries.</p> <p>Additionally, the Center employs an EDI Project Office that is actively engaged in development of electronic commerce applications for healthcare claims processing. The Center also operates a phone center for beneficiaries and providers.</p>
Mortgage Loan Accounting Center	Centralized VBA finance and accounting activity that handles loan guaranty (LGY) requirements.
National Acquisition Center (NAC)	<p>The NAC is responsible for supporting the health care requirements for VA as well as the needs of other Government agencies. The NAC solicits, awards and administers VA's Federal Supply Schedule and National Contract Programs including the acquisition and direct delivery of pharmaceuticals, medical/surgical/dental supplies, high technology medical equipment and just-in-time distribution programs (also known as Prime Vendor Distribution Programs). With over \$10 billion in multi-year contracts in place (equates to 1,200+ contracts), the NAC's programs realize annual sales of over \$2 billion under these programs for such commodities as medical, dental, and surgical supplies and equipment; pharmaceuticals, chemicals, medical equipment, and laboratory items.</p>
Denver Distribution Center (DDC)	<p>DDC serves many eligible veterans worldwide by distributing hearing aid batteries, accessories, and prosthetic socks directly to their homes as well as providing them with hearing aid repair service. DDC's customers also include VA's Audiology and Speech Pathology Services, Prosthetic and Sensory Aid Services, Blind Rehabilitation Centers, other VA services throughout the United States and other Government agencies. These items are shipped anywhere requested.</p>
Community Based Outpatient Clinic (CBOC)	<p>A CBOC is a health care site (in a fixed location) that is geographically distinct or separate from a parent medical facility. A CBOC can be a site that is VA operated and/or contracted.</p>

Facility	Description
Consolidated Mail Outpatient Pharmacy (CMOP)	Patients are provided care by the VA medical centers or clinics with new or emergent prescriptions being dispensed directly from that medical center or clinic. Refill prescription requests or continuation of therapy prescription requests are received and processed at the individual VA sites on a daily basis. Once processed, the data are uploaded from multiple VA health care facilities to a CMOP for processing. CMOP dispenses the pharmaceuticals or products as determined by the participating site, delivers the completed prescriptions directly to the patient by mail and returns the dispensing data to the participating medical center or clinic electronically. Patients contact the medical center or clinic directly if there are any questions or problems, which are resolved by the participating site in coordination with the CMOP. Therefore, the VA model takes full advantage of economies of scale for mail prescription processing and distribution, while at the same time preserving the essential patient-provider relationship.
Hines, IL Service Distribution Center and Fiscal Office	The VA Service and Distribution Center (SDC), located in Hines, IL on the Hines VA Medical Center campus. The SDC manages programs that offer important services to VA medical centers as well as VA administrative and staff offices, enabling them to efficiently provide quality care to our Nation's veterans. The two main components of the SDC, the Materiel Management and Repair Division and the Operations Division, offer diverse programs involving biomedical equipment repair and distribution services. In addition, the SDC leases storage space and provides tenant support services to VA activities and other Government agencies.
Somerville Asset Management Service	<p>The Somerville Asset Management Service located in central New Jersey manages three nationwide Quality Assurance Programs. With an emphasis on quality service, SAMS ensures that our veterans receive the best care possible.</p> <p>The Radiology, Textile/Laundry Design Assessment, and Inspection Divisions ensure that vendors provide VA medical centers, outpatient clinics, and other government entities quality radiology and laundry equipment. The Silver Recovery Quality Assurance Program provides VA facilities with the support needed to comply with EPA requirements regarding discharge of x-ray solutions.</p>

3.12 Acquisition and Materiel Management

The Acquisition and Materiel Management (A&MM) Key Enabling Function (KEF) is a complex set of functions supporting the VA enterprise supply chain and supply-chain management for U.S. veterans, the American citizenry, and the highly diversified Department of Veterans Affairs organizational base. The A&MM KEF supports our nation's veterans by providing acquisition and logistical support services for a wide range of products, services, and financial and investment services for internal and external customers in Other Government Agencies (OGAs). These products and services are delivered through an effective and efficient organizational base, enabled by an operational framework that leverages process, information, and expertise in delivering the best products and services, in the most convenient form, in a timely fashion, for a reasonable price, and at the right place. The A&MM KEF is composed of three primary components: acquisition management, materiel management, and financial management. Each of these specific mission components is comprised of several subfunctional level operations and their process threads that support the staff of the Veterans Affairs Central Office (VACO), the Veterans Health Administration (VHA), Veterans Benefits Administration (VBA), and the National Cemetery Administration (NCA) and other staff offices. The primary role of A&MM KEF is managing VA's supply-chain operations, providing financial services, and managing VA's acquisition and materiel management programs.

The "Acquisition" aspect of the KEF develops acquisition strategies, and procures products and services for VA as well as OGAs through the award and administration of cost-effective national, regional, commodity based and service based contracts. Subfunctions supporting these activities include the following:

1. acquisition policy development
2. acquisition oversight
3. acquisition training
4. acquisition analysis
5. marketing
6. specialized contracts management, and
7. national contracts management.

Although "procurement" could be considered as another subfunction, this approach incorporates the "procurement" function into items 6 and 7 above. These subfunctions cover the processes of

1. policy development
2. business reviews
3. contracting officer certification
4. support for standardization
5. market planning
6. development of specialized contracts, and
7. development of national contracts for products and services to VA as well as other Government Agencies (OGAs).

Acquisition operations are performed in items 6 and 7. These contracts include Federal Supply Schedules; blanket purchase agreements, direct delivery prime vendor distribution contracts, and MOUs/MOAs/Interagency Agreements.

The “Materiel Management” aspect of the KEF performs supply chain operations relating to management and business oversight of a full range of materiel and property management products and services. These supply chain operations are comprised of five subfunctions: materiel management operations, oversight, quality assurance, training, and policy for all types of supply, asset, product, and materiel management for the Department of Veterans Affairs and other OGAs. The materiel management operations subfunction includes distribution, facilities management, customer service, transportation, and repair. The materiel management oversight subfunction includes business reviews, and executive assistance programs. The materiel management quality assurance subfunction includes inspections and the SPD certification program. The materiel management training subfunction is composed of SPD cluster, seminar management, and IFCAP/GIP (General Inventory Package). The last subfunction, policy, includes VA directives management and information letters.

Specifically, the subfunctions for Materiel Management operations can include the following list of activities: Ordering, Processing and Storage, Distribution, Control, Re-utilization, Waste Reduction, Property Disposal, Disposing of materiel (commodities and/or products). These subfunctions encompass:

- Ordering includes the requisitioning, purchasing, and information operations.
- Processing includes customer service, receiving, preparation, warehousing, information operations, and inventory management.
- Distribution includes transportation, distribution and information operations.
- Controlling includes classification of assets and their management, inventory management, tracking, internal and external reporting.
- Re-utilizing includes the re-use of the asset through reclassification during its life cycle or transfer to another location, OGA, or veterans’ programs during or after its life cycle.
- Disposing includes disposal of property assets, commodities and/or products used.

Additionally, the materiel management operations and quality assurance include a diverse set of VA agency needs and Federally mandated initiatives that incorporate specialized services such as hearing aid customer service, and inspections of x-ray and laundry equipment, silver reclamation recycling, supply processing, relocation services, freight and personal property transportation, forms and publications logistics involving, acquisition/distribution of special order pharmaceuticals, medical supplies, medical/surgical equipment, hearing aids, prosthetics devices, and the requisition, logistical support (warehousing), and distribution of interment flags.

The “Financial Management” aspect of the KEF provides financial services to VA customers via the VA Supply Fund. Title 38 U.S.C 8121 authorizes this Supply Fund as

an intra-governmental revolving fund with cost reimbursements from appropriated customers. This KEF is also used to ease up-front acquisition costs for leasing capital equipment and for the One-VA+ Program, which enables customers to extend obligation authority of appropriated funds for up to five years beyond the current fiscal year. The One-VA+ Program applications include Information Technology Projects, Telecommunications Projects, Activations and other Equipment, and larger programs that require longer planning or site development lead-time. Beyond managing the supply fund accounting, auditing, and oversight, A&MM financial management includes managing the supply fund budgeting. Managing the supply fund budgeting entails budget formulation and execution for all Supply Fund elements, and specialized budget information operations for financial records and information operations services internally to the A&MM KEF. Budget Formulation and execution are focused on managing and reporting the information required in all stages of the budget which consists of the number of Full Time Equivalent Employees (FTEs) and dollars required for discharging the functions for Acquisition and Materiel Management within the Supply Fund. Associated with this function are a set of Performance Measures required for oversight and control.

Stakeholders and customers of the A&MM KEF include: veterans and their dependents and beneficiaries; commercial vendors; other government agencies; VHA; VBA; NCA; VACO; Congress; Federal Procurement Executive Council; Federal Chief Financial Officer Council; Federal Chief Information Officer Council; Office of Management and Budget; Department of Treasury, General Accounting Office, Department of Defense, Health and Human Services (HHS), US Government Printing Office (GPO). In addition to the numerous government affiliations and relationships, in support of A&MM functions VA maintains an active leadership and membership role in professional trade associations of commercial industries based in almost every commodity and service sector imaginable.

External Drivers:

- Federal Appropriations Laws, e.g., Chief Financial Officers (CFO) Act of 1990 Public Law 101-576, Information Technology Management Reform Act, Federal Property Management Act 1949, Resource Conservation and Recovery Act, Energy Policy Act, etc.
- United States Codes and Regulations, e.g., Federal Acquisition Regulations (FAR), Federal Property Management Regulations, Federal Management Regulation, Federal Financial Management Regulations, Transportation Regulation, Labor Regulations, etc.
- Federal Acquisition Circulars (FACs)
- Federal Supply Schedules
- President's Management Agenda
- Executive Orders
- Office of Management and Budget Circulars
- Federal e-Gov initiatives

- Other Federal Government Agencies (OGAs) - (GAO, EPA, DOT, DOD, DOE, OMB, ICC, SBA, OSHA, FDA, CDC, HHS, GSA, etc.)
- Federal Environmental programs
- Private/Commercial Organizations (JCAHO, AHRMM)
- Business Environmental factors

Internal Drivers:

- VA Acquisition Regulations (VAAR)/VAC
- VA Strategic Goals
- VA Performance and Quality Measurement
- VA Financial Management Regulations
- One-VA+ Program Guidelines
- Capital Equipment Leasing Program Guidelines
- VA Directives
- VA Handbook – Part 5A Supply Fund Management, Section 5500
- VA General Counsel; opinion (VAOPGCAV 26-97)
- VA e-Gov initiatives
- VA BPAs
- VA OIG
- VA Enterprise Architecture Project/Initiative Goals
- VA Annual Accountability Report
- VA Organizational Operations Environment

The Acquisition and Materiel Management KEFs are supported by performance of the following high-level functions:

1. Acquisition: The acquisition subfunctions activities include:
 - Award and administration of national contracts
 - Award and administration of specialized contracts
 - Develop Department-wide acquisition policy
 - Develop Department-wide directives
 - Procurement operations - purchasing functions to process requisitions, purchase orders, purchase card orders, and receipts
 - Manage Department Acquisition Training Program
 - Manages Contracting Officer Certification Program
 - Manage Department Acquisition Career Development Program
 - Conducts technical reviews
 - Conduct business reviews
 - Manage Department Protest Program
 - Manage Department Debarment and Suspension Program
 - Business development activities
 - Market Planning
 - Support Standardization

- Conduct Trend Analysis
 - Manage Procurement History File
2. Materiel Management: The activities for the Materiel Management subfunctions include:
- Develop Logistical Strategies
 - Perform Business Oversight
 - Perform Acquisition of special order pharmaceuticals, medical supplies, medical/surgical equipment; hearing aids, prosthetics devices
 - Perform Specialized services such as:
 - Hearing aid repairs and
 - Inspections of x-ray and laundry equipment and
 - Silver reclamation recycling,
 - Supply processing
 - Distribute special order pharmaceuticals, medical supplies, medical/surgical equipment; hearing aids, prosthetics devices,
 - Provide Relocation services, freight and personal property transportation
 - Perform Designing, printing and distributing VA forms and publications. Forms and publications logistics involving storage and customized distribution operations
 - Perform Requisition, warehousing, and distribution of interment flags to VA facilities, regional offices across the nation and veterans around the world
 - Provide Customer Service
 - E-Library (e-Gov initiative)
 - Inventory Processing - controls the flow of materials from the time of receiving to the shipping of finished goods to a customer
 - Loan of Property
 - Classification of Property
 - Asset Management Processing - provides lifetime management of assets, equipment, and property. This includes physical tracking of items, support for quality assurance activities, scheduled and unscheduled maintenance activities, utilization history, and replacement planning
 - Disposal of assets
3. Financial Management: The Financial Management Subfunctions activities include:
- Manage Supply Fund Accounting which includes managing 1VA + Program and Capital Equipment Leasing Program
 - Manage Supply Fund Budgeting which includes managing 1VA + Program and Capital Equipment Leasing Program

The acquisition and materiel management KEFs require the following general information categories:

- Vendor information (name, tax identification number, address, etc.)

- Human Resource/Customer information (name, social security number, address, eligibility)
- Contract information (number, type, terms, agreements, performance, etc.)
- Procurement history information (socio-economic, contract type, source, etc.)
- Item information (Item number, item name, unit of measure, inventory organization)
- Organizational information
- Location information
- Human Resource Information
- Training Certification information
- Property information
- Mover/Fleet information
- Freight information
- Transportation information
- Inventory information
- Warehousing information
- Distribution information
- Status information
- Stock Level information
- Personnel information
- Training information
- Catalog information
- Accounting information
- Supply Funds management information
- Systems information
- Records management information
- Archiving information
- Customer Relationship information
- Performance information

The Acquisition and Materiel Management KEFs are performed across VA at numerous locations including the following:

- VA Central Office
- VBA Regional Offices
- VHA Medical Centers
- NCA offices
- Austin, TX Financial Services Center
- Hines, IL Service Distribution Center and Fiscal Office
- National Acquisition Center (NAC)
- Denver Distribution Center (DDC)
- Somerville Asset Management Center

3.12.1 Applicable Drivers

External Drivers	Description
Federal Acquisition Regulations (FAR)	The FAR is the primary regulation for use by all Federal Executive agencies in their acquisition of supplies and services with appropriated funds. It became effective on April 1, 1984, and is issued within applicable laws under the joint authorities of the Administrator of General Services, the Secretary of Defense, and the Administrator for the National Aeronautics and Space Administration, under the broad policy guidelines of the Administrator, Office of Federal Procurement Policy, Office of Management and Budget.
Federal Acquisition Circulars (FACs)	Supplements to the FAR.
Federal Supply Schedules	Simplified process for acquiring commonly used products and services while obtaining volume discounts, through contracts awarded using competitive procedures, to commercial firms. GSA has delegated the authority for VA to enter such Schedules for a variety of medical products and services.
Federal Property Management Regulations	These are the statutes, regulations, and guidelines under which, all Federal property management is conducted. It provides the standards by which VA and all VA organizations design, develop, and implement their property management programs.
Chief Financial Officers (CFO) Act of 1990 (Public Law 101-576)	<p>Law relevant to</p> <ul style="list-style-type: none"> • Developing and maintaining integrated accounting and financial management systems • Directing, managing, and providing policy guidance and oversight of all agency financial management personnel, activities, and operations • Approving and managing financial management systems design and enhancement projects • Developing budgets for financial management operations and improvements • Overseeing the recruitment, selection, and training of personnel to carry out agency financial management functions • Implementing agency asset management systems, including systems for cash management, credit management, debt collection, and property and inventory management and control • Monitoring the financial execution of the agency budget in relation to actual expenditures

External Drivers	Description
United States Codes and Regulations	Title 38 U.S.C 8121 authorizes Supply Fund as an intra-governmental revolving fund with cost reimbursements from appropriated customers. The Federal Acquisition Regulation, authorizing the actions of Federal government acquisition professionals to obligate the government, is 41 U.S.C.405. Supplements to the FAR are implemented under the guidelines of 41 U.S.C. 421.
Office of Management and Budget Circulars	Discusses planning, budgeting and acquisition of capital assets, and how to prepare and submit information on new acquisitions.
Clinger/Cohen Act	Requires the heads of Federal agencies to link IT investments to agency accomplishments. The Clinger-Cohen Act also requires that agency heads establish a process to select, manage and control their IT investments. Requires the heads of Federal agencies to provide established levels of training and continuing education requirements for acquisition professionals and to professionals in allied acquisition fields. The Clinger-Cohen Act also requires specified levels of education and establishes Qualification Standards for Federal acquisition professionals.
Federal e-Gov initiatives	The Executive level programs and projects that are framed in terms of Federal/all agency initiatives and programs. They are usually aligned with the Presidents Executive Orders and other Executive programs.
GAO Guidelines	<p>The General Accounting Office, headed by the Comptroller General, provides for the oversight of Government procurement and procurement-related functions (i.e., Audits, Protests, Claims Settlement, Disbursements of payments and vouchers, etc.).</p> <p>These guidelines provide the policy, processes, and operational instructions associated with programs under GAO oversight. Federal agencies are required by law to comply with the standards and provisions of these guides.</p>
Federal Recycling programs	This is a set of statutes, regulatory guidelines, standards, and procedures that are prescribed as the operational parameters under which Federal recycling initiatives can take place. All VA recycling programs must meet these standards and implement these procedures.

External Drivers	Description
EPA	These are the set of statutes, regulatory guidelines, standards, and procedures that are prescribed as the operational parameters under which Federal environmental protection programs, projects, and initiatives must operate. All VA EPA programs must meet the standards and implement these procedures.

Internal Drivers	Description
VA Financial Management Regulations	Regulations specified in VA Handbook 7127/3 All VA financial operations must meet the standards and conform to the procedures prescribed in the VA Financial Management Regulations. VA accounting practices, budgetary operations, and supporting information systems must be developed in accordance with VA Financial Management Regulations.
1VA+ Program	A program that, subject to an obligating agreement with the VA Supply Fund, extends availability of program funds for currently needed goods or services.
VA Directives	<p>Directives. These documents prescribe mandatory Department wide policies. They may be permanent or temporary. If the policies are temporary, e.g., for one-time reports or data collections, an expiration or rescission date will be specified.</p> <p>Handbooks. These documents prescribe mandatory Department wide procedures or operational requirements implementing policies contained in directives.</p> <p>Notices. These documents announce or provide important information involving, or of interest to, more than one administration, office of Assistant Secretary, or other key office, and to make official announcements Part 5, Supply Fund Management. This part defines the Supply Fund authority to execute agreements to receive obligations from program and administrative offices. These agreements will be maintained for as long as 5 fiscal years beyond the original life of the obligation authority for procurement of bona-fide, existing, and specified service and supply needs of the receiving organization.</p>
VA Acquisition Regulations (VAAR)	The Department of Veterans Affairs supplement to the FAR.

Internal Drivers	Description
VA e-Gov initiatives	VA e-Gov initiatives fall in two primary areas: external (VA specific IT/EC initiatives associated with supporting Federal/all agency initiatives and internal (VA specific IT/EC initiatives associated with integrating VA business functions and/or aligning business activities to achieve greater enterprise effectiveness and efficiency.
VA BPAs	Agreements written against existing VA contracts for repetitive products and services acquired on a volume basis.
VA OIG	<p>The VA Office of the Inspector General (VA OIG) is responsible for conducting audits of VA contracts.</p> <p>The VA OIG is also a member of the VA Procurement Working Group, along with the Office of the General Counsel and the Office of Acquisition and Materiel Management, responsible for identifying potential fraud, waste, in abuse in VA acquisitions.</p> <p>The VA OIG conducts audits and inspections that support oversight and compliance with Federal and VA statutes and guidelines.</p> <p>MOU provides customer reimbursable audit and compliance review services</p>
VA Enterprise Architecture Project/Initiative Goals	A framework for the enterprise to be classified and understood for its business, administrative, technology, systems, and people requirements to fulfill its mission. The project initiative focuses on the first two rows of Zachman Framework for the Planner and Owner perspective.
VA Annual Accountability Report	Report that outlines goals, strategies, and performance of the enterprise against stated goals.
VA Strategic Goal # 3 and # 4	<ul style="list-style-type: none"> • Honor and serve veterans in life, and memorialize them in death for their sacrifices on behalf of the Nation • Improve the overall health of enrolled veterans • Provide veterans and their families with symbolic expressions of remembrance • Contribute to the public health, socio-economic well-being and the history of the Nation • Improve the Nation's response in the event of a national emergency or national disaster by providing timely and effective contingency medical support and services. • Enhance the socio-economic well-being of the Nation through veterans benefits and human assistance programs

3.12.2 Key High Level Data

Data Class	Description
One-VA	As the Department of Veterans Affairs heads into the 21st century, we will strive to meet the needs of the Nation's veterans today and tomorrow. We are a more customer-focused organization, functioning as "One-VA" and delivering seamless service to our customers. We benchmark our service with the best in business. We use innovative means and high technology to deliver "World-Class Customer Service." We foster partnerships with our customers and stakeholders, making them part of the decision-making process.
BPA	Agreement that modifies Terms and Conditions of GWAC or other existing contracts, for items acquired repetitively on a volume basis.
Enterprise Architecture	A framework for the enterprise to be classified and understood for its business, administrative, technology, systems, and people requirements to fulfill its mission
Accountability Report	Report that outlines goals, strategies, and performance of the enterprise against stated goals.
Vendor information	Name of manufacturer or supplier of products or services (name, tax identification number, address, etc.).
Human Resource Information, Customer, or Veteran Information	Used for multiple purposes, e.g., to confirm that a VA staff member is authorized to perform a function, e.g., approve a payment or enter a transaction; information about employee/volunteer related to a project, e.g., as supervisor, manager, staff; Information about travelers and approvers. Detailed fields include name, employee number (SSN), job classification, job title, organization, cost center, schedule, etc. These resources could be employees or volunteers. Used for Payables, Receivables, Fixed Assets, Purchase Management, Contract Management, Project Cost Accounting, Travel Management, and Grants and Research processing. Could also indicate customer/veteran's name, social security number, address, and eligibility.
Contract information	Information about the contract (number, type, terms, agreements, performance, etc.)
Procurement History File	Database collected from the Integrated Funds and Control Point Program (IFCAP) that includes sources of products and services, source, item description, quantity, purchase order/contract number, contract type, and price.

Data Class	Description
Item information	Information about items that can be acquired, paid for, received and handled, and/or inventoried. Detailed fields include item number, item name, unit of measure, and inventory organization. Used in Payables, Fixed Asset, and Purchase Management/Contract Management Processing.
Organizational information	Specifies organization within VA, e.g., Administration, Station, Cost Center, for which the function is being performed or to which the associated information pertains to. Used in all subfunctions of this KEF.
Location information	Address information, e.g., delivery address, billing address.
Training Certification information	Record of the acquisition professionals, and allied acquisition personnel, who have completed the Acquisition Training Program (ATP), other acquisition training, general training, and continuing education training.
Property information	<p>a. Real Property. Buildings, grounds, and structures including building service equipment permanently installed in or attached to buildings and structures which becomes a part of real property for the purpose of rendering the building or structure usable or habitable. Includes items normally required for the functional use of buildings and structures, such as heating and light fixtures, elevators, fire alarm, and air conditioning systems, which, when installed, becomes an integral part of real property, e.g., land and buildings.</p> <p>b. Personal Property. All property other than real or building service equipment. Items in this category are further classified as expendable or nonexpendable. The classification of property into these categories provides the basis for:</p> <ul style="list-style-type: none"> • Segregation of asset acquisitions from operating supplies. • Data collection to support a planned maintenance and replacement program.
Mover/Fleet information	Move related information, travel related invoices, storage, relocation
Freight information	This is any information associated with any freight related entity during its life-cycle i.e. a shipment, a consignee, a consignor, a carrier, an article description, a package description, Stock Keeping Unit (SKU), storage location, etc.

Data Class	Description
Transportation information	This is any information associated with the movement of freight from origin to destination and all points in between. It includes special movement information, shipping instructions, payment information, receiving information etc.
Inventory information	This is any information associated with an item being scheduled or held in inventory. It includes freight information, transportation information, warehousing information, distribution information, handling information, and other information that supports the management of all categories of inventory items.
Warehousing information	This is information associated with the warehousing of inventory items. It includes storage locations, receiving information, handling information, packaging information, spoilage information, etc.
Distribution information	This is information associated with the distribution of all classes of materiel. It includes transportation information, loading information, special handling information, warehousing information, etc.
Status information	This is information associated with the status of all classes of materiel. It includes transportation information, usability and spoilage information, location information, reuse information, condition information etc.
Stock Level information	This is information associated with the stock levels of all classes of materiel. It includes on-hand information, usage rate information, in-coming information, ordering information, etc.
Personnel information	This is information associated with all the people associated with operations. This information is usually considered "privacy act" information and is handled as a special category of information. It includes names, addresses, skills, education, etc.
Training information	This is information associated with actual training, proposed training, or scheduled training for personnel or organizations. It includes training title, training descriptions, certifications, training type, training organization, training provider, instructor, student, course number, etc.
Catalog information	This is information associated with actual catalogs and catalog operations. It is divided into two major categories: paper catalogs (actual paper documents with lists of items, nomenclatures, prices, etc.) and electronic catalogs (integrated data, records, files of information usually from a single vendor or an industry group).
Funds management information	Unfilled Customer Order, Reimbursement information, Fee, Obligation, Start date, End date, FMS transaction ID

Data Class	Description
Systems information	Utilizes accounting information reported in FMS and IFCAP systems. This is information that is associated with automated process supported by specific VA systems. This information is required to meet system transaction validation and auditing requirements.
Records management information	This is information associated with planning, organizing, controlling, direction, and storing information within VA and the Federal information processing system (FIPS). This information falls in two primary categories, paper and electronic.
Archiving information	This is information associated with records storage. It usually falls in two primary categories, paper and electronic. Its purpose is focused on the retirement of records and in the retrieval of records for business purposes.
Customer Relationship information	This is information associated with maintaining business relationships and operational feedback related to all business customers.
Performance information	Information that shows how well and to what extent the stated measure of the goal was reached or satisfied

3.12.3 Primary Locations

Facility	Description
VA Central Office and supporting Staff Offices	VA Central Office and supporting organizations outside VHA, VBA and NCA that provide administrative (acquisition, materiel management, financial), operational, technical, legal, and oversight functions for the Department.
VBA Regional Offices	VBA provides benefits and services to the veteran population through 57 VA regional offices. Some of the benefits and services provided by VBA to veterans and their dependents include compensation and pension, education, loan guaranty, and insurance.
VHA Medical Centers	With 163 VA medical centers (VAMCs) nationwide, VHA manages one of the largest health care systems in the United States. VAMCs within a Veterans Integrated Service Network (VISN) work together to provide efficient, accessible health care to veterans in their areas. VHA also conducts research and education, and provides emergency medical preparedness.

Facility	Description
National Cemetery Administration	NCA is responsible for providing burial benefits to veterans and eligible dependents. The delivery of these benefits involves managing 120 National Cemeteries nationwide, providing grave markers worldwide, administering the State Cemetery Grants Program that complements the National Cemeteries network, and providing Presidential Memorial Certificates to next of kin of deceased veterans.
Austin Financial Services Center	Centralized Department-wide VA finance and accounting facility.
Hines, IL Service Distribution Center and Fiscal Office	The VA Service and Distribution Center (SDC), located in Hines, IL on the Hines VA Medical Center campus. The SDC manages programs that offer important services to VA medical centers as well as VA administrative and staff offices, enabling them to efficiently provide quality care to our Nation's veterans. The two main components of the SDC, the Materiel Management and Repair Division and the Operations Division, offer diverse programs involving biomedical equipment repair and distribution services. In addition, the SDC leases storage space and provides tenant support services to VA activities and other Government agencies.
National Acquisition Center (NAC)	The NAC is responsible for supporting the health care requirements for VA as well as the needs of other Government agencies. The NAC solicits, awards and administers VA's Federal Supply Schedule and National Contract Programs including the acquisition and direct delivery of pharmaceuticals, medical/surgical/dental supplies, high technology medical equipment and just-in-time distribution programs (also known as Prime Vendor Distribution Programs). With over \$10 billion in multi-year contracts in place (equates to 1,200+ contracts), the NAC's programs realize annual sales of over \$2 billion under these programs for such products and services as medical, dental, surgical supplies and equipment, pharmaceuticals, chemicals, medical equipment, and laboratory items.
Denver Distribution Center (DDC)	DDC serves many eligible veterans worldwide by distributing hearing aid batteries, accessories, and prosthetic socks directly to their homes as well as providing them with hearing aid repair service. DDC's customers also include VA's Audiology and Speech Pathology Services, Prosthetic and Sensory Aid Services, Blind Rehabilitation Centers, other VA services throughout the United States and other Government agencies. These items are shipped anywhere requested.

Facility	Description
Somerville Asset Management Service	<p>The Somerville Asset Management Service located in central New Jersey, manages three nationwide Quality Assurance Programs. With an emphasis on quality service, SAMS ensures that our veterans receive the best care possible.</p> <p>The Radiology, Textile/Laundry Design Assessment, and Inspection Divisions ensure that vendors provide VA medical centers, outpatient clinics, and other government entities quality radiology and laundry equipment. The Silver Recovery Quality Assurance Program provides VA facilities with the support needed to comply with EPA requirements regarding discharge of x-ray solutions.</p>

3.13 Information Technology

Information Technology (IT) is a prime enabler of more efficient and effective business processes. In order to take advantage of the opportunities and benefits provided by information technology, it is necessary to have a vision of the future and a framework for how information technology will be used to support VA's business operations.

As the Department heads into the 21st century, VA will need to meet the needs of the Nation's veterans and their families today and tomorrow. VA will become an even more veteran-focused organization, functioning as a single, comprehensive provider of seamless service to the men and women who have served our Nation. VA will continuously benchmark the quality and delivery of our service with the best in business and use information technology to support the delivery of world-class service.

VA will need to rely on information technology as a key enabling function (KEF) to support our enterprise business functions (EBF) and to significantly improve the way VA delivers benefits and health care. Information technology will enable VA employees and the veterans they serve to have vastly improved access to information about their benefits, and will improve VA's ability to deliver veteran services. VA has critical responsibilities under the Federal Response Plan, to provide services as contingency medical support in the event of a national emergency or natural disaster that will rely on Information Technology support. VA is also a participant in the National Continuity of Government (COG) and Continuity of Operations Plans (COOP).

In addition to the development, operation, maintenance, and protection of an effective Information Technology Infrastructure that serves the needs of the veteran and his and her family, the Clinger-Cohen Act requires agency Chief Information Officers (CIOs) to develop, maintain, and facilitate "the implementation of a sound and integrated information technology architecture." The revised Office of Management and Budget (OMB) Circular A-130, Management of Federal Information Technology, provides guidance on the development and implementation of the Enterprise Architecture and its

relationship to the Capital Planning. Additionally, within the Federal government there are numerous regulations and guidelines that govern the development and execution of information technology policy in order to better manage strategic plans, enhance IT acquisition, justify IT expenditures, measure IT performance, integrate new technologies, and manage information resources. To this end, it is the purpose of IT to plan, design, develop, and implement key enabling information technology - computers, networks, and applications - to support and improve the delivery of benefits and health care to our Nation's veterans, spouses and dependents.

Key enabling information technology services include, but are not limited to the following:

- Implement a “One-VA” Enterprise Architecture to serve as a blueprint for all IT development and enhancements.
- Implement a “One-VA” Telecommunications network to assure that information can be shared quickly across organizational entities.
- Secure the VA enterprise against cyber attack.
- Implement critical information infrastructure protection for continuity of operations and disaster recovery.
- Implement office automation, collaboration and workflow technologies to support VA business operations.
- Manage VA's IT resources including, IT workforce, applications, software, hardware, and data.

VA will implement a One-VA information framework supporting cost effective data integration and information sharing across program/business lines to provide a “single” source of consistent, reliable, accurate, timely, and secure information to veterans and their families, employees, and other stakeholders.

VA information systems will be high-performance systems that meet or exceed exemplary standards in businesses and government agencies.

Information systems characteristics will be adaptable, scalable, extensible, standards-based, open, maintainable, reliable, secure, component-based, common services oriented, best appropriate technology, veteran-connected, and principle-based. The “gold standard” will be established for information related to veteran care and an “information supply chain” that clearly articulates ownership.

Information that is needed for information technology key enabling functions include:

- user information
- asset information (hardware, software, office automation, connectivity, etc.)
- connectivity information
- location information for devices
- data ownership/source/location

- standards/policies
- technology availability information (reliability, etc.)
- customers (veterans, employees, external agencies, etc.)
- data quality/timeliness/freshness/validity/accuracy/etc.
- business requirements/business rules/intellectual capital
- analytical data, mission critical, mission essential, essential support, and routine support.

These information technology services will support the VA enterprise business functions (business processes) nationwide and include the following VA facilities:

- Medical Centers
- Community Based Outpatient clinics
- Regional Offices
- Data Processing Centers
- Veteran Service Organizations
- National Cemeteries
- Affiliated Universities
- Collocated DOD sites
- VACO (including staff offices).

The VA's information technology infrastructure resides in each of the 50 states and US Territories. With the use of the Internet for information access and exchange, the information services provided by VA are truly global in nature.

3.13.1 Applicable Drivers

Information Technology (IT) is pervasive throughout all business functions, e.g., administering benefits, healthcare, and memorials for veterans and their families, and internal activities or business support functions as HR, Accounting and Finance, Facility Maintenance, etc. Information Technology is a collection of services provided to the Department that aids the conduct of business functions. It manages and provides access to assets and resources that support the various data processing, transporting, protecting, storing, acquiring, and managing of information.

Information Technology subfunctions include:

- Cyber Security
- Network Communications Telecommunications
- Critical Infrastructure Protection (CIP)
- Information Technology Management

External Drivers	Description
Our nation's veterans and their families	There are 25.3 million veterans currently alive. Approximately 70 million people are potentially eligible for VA benefits and services because they are veterans, family members or survivors of veterans.
Technology changes	Technology is changing all aspects of our lives including the way we work, the way we conduct our dairy activities, the way we communicate and exchange information with external organizations and the way we are taught and learn.
Legislative	The Clinger-Cohen Act of 1996. Government Paperwork Elimination Act, 44 USC 3504, and Federal Acquisition Streamlining Act. The Millennium Bill. Section 508 on accessibility. Health Insurance Portability and Accountability Act (HIPAA) and enabling regulations under Title 45 CFR. Chief Financial Officers Act. The Information Technology Management Reform Act (ITMRA). Presidential Directive 67. OMB Circulars A-130 and A-123.

Internal Drivers	Description
VA's IT Mission	The mission is to provide information technology, computers, networks, security and applications supports. The vision for the future proposes a seamless "One-VA" Enterprise.
Secretary of VA priority	The Secretary of Veterans Affairs provides guidance and priority of VA requirement for the Information Technology improvement.
VA employees	On VA's rolls as of January 31, 2002 were 223,786 employees. More then 57 percent VA employees are women and about 53 percent of all male employees are veterans.
Organization Changes	VA will become an even more veteran focused organization, functional as a single comprehensive provider of seamless services to the men and women who have served our nation.
Funding/Budget	VA's fiscal year 2002 estimated spending is \$50.6 billion-- \$21.7 billion for health care, \$26.9 billion for benefits, and \$2 billion for departmental administration.
Emergency Preparedness Planning VA Directive 0320	This Directive addresses all emergency preparedness policies regarding readiness, response, recovery, and mitigation, including policies regarding the continuation or rapid restoration of the Department's vital functions under all hazard conditions. These hazard conditions range from accidents, fires, natural or technological disasters, and civil disorder to military or terrorist attack.

3.13.2 Key High Level Data

Data Class	Description
Assets information	Maintain VA assets information on the hardware, software, office automation, connectivity configurations and inventories list.
User information	User information is the VA employees and veterans information. The name, SSN, addresses salary, benefits, registrations, eligibility and loan Information. VA provides disability compensation or pension, education and training, medical care, research, home loan assistance, life insurance, and national cemeteries.
Standards/Policies	Defining department level IT standards and policies for all information systems that provide supports to veterans and employees.
Response time/performance measurement	Establish a performance-based management system to ensure IT assets and investments improve program performance and facilitate mission goals.
Data quality and accuracy	Established measurable and repeatable value for data quality and accuracy. It meets the operations capability for mission-critical and mission essential information processing.
Mission Critical	Data that is required to be available to the enterprise business function within no more than four hours of an event and without material loss in content from prior to the event. Mission requirements cannot be achieved in the absence of or non-availability of the data. The cost or impact of down time on mission performance is significant.
Mission Essential	Data that is required to be available to the enterprise business function within no more than eight hours of an event and without material loss in content from prior to the event. Mission requirements cannot be achieved in the absence of or non-availability of the data over more than 8 hours. The cost or impact of down time on mission performance moderate.
Essential Support	Data that is required to be available to the enterprise business function within no more than 24 hours of an event and without material loss in content from prior to the event. Mission requirements cannot be achieved in the non-availability of the data over more than 24 hours. The cost or impact of down time on mission performance is moderate-low.

Data Class	Description
Routine Support	Data that is required to be available to the enterprise business function within no more than 72 hours of an event. In addition data may have been last backed up between 8 and 24 hours prior to the event. Mission requirements can be achieved through less effective back up procedures and lost data can easily be recreated from other sources. The cost or impact of down time on mission performance is low.
Analytical Data	Data that used to support long term analysis for policy and planning purposes. Data is not essential to day to day mission requirements and can be deferred for some period of time greater than 72 hours. Data may have been last backed up between 24 and 36 hours prior to the event. Data generally is replicated from operational resources and lost data can easily be recreated from these sources. The cost or impact of down time on mission performance is low.

3.13.3 Primary Locations

Facility	Description
Medical Centers	The patient care facilities in all fifty states, Puerto Rico, Guam, and the Philippines. There are more than 173 medical centers.
National Cemeteries; NCA Systems Integration Center	VA maintains 120 National Cemeteries in 39 states and Puerto Rico. VA also administers the State Cemetery grants program, which encourages development of state veterans' cemeteries.
VA Information Technology centers	Information technology Center at Hines, Illinois; ITC at Philadelphia, Pennsylvania; System Development Center at Austin, Texas; and Software Development Center at St. Petersburg, Florida, as well as the Central Office located in Washington, D.C. and Austin Texas, Data center.
Veteran service organization	Operates nationwide organization to provide health care, financial assistance and national cemeteries.
Affiliated universities	VA facilities are affiliated with 107 medical schools, 55 dental schools and more then 1,200 other schools across the country.
Collocated DOD and federal sites	VA's medical system also serves as a backup to the Defense Department during national emergencies and as a federal support organization during major disasters.

3.14 Human Resources

The Assistant Secretary for Human Resources and Administration (HR&A) is responsible for providing direction and oversight to a diverse group of programs and serves as the Department's principal advisor on related matters. These programs, all with VA-wide responsibilities, include human resources management, diversity management and equal employment opportunity, discrimination complaint resolution, labor-management relations, and general administrative support (primarily services to VACO). The Assistant Secretary serves as the Department's Designated Agency Safety and Health Official and is responsible for administration of the Occupational Safety and Health and Workers' Compensation Programs. The Assistant Secretary also oversees the Shared Service Center, which is located in Topeka, Kansas.

Human resources management is an integral part of overall management. It is carried on within the framework established by statutes, Executive orders, regulations and directives, and without discrimination for reason of race, religion, color, sex, national origin, age, non-disqualifying physical or mental disability, lawful political affiliation or any other irrelevant factors. Human resources management will be conducted in keeping with the highest public trust, interest and public policy objectives.

The VA human resources management program exists to help management accomplish the agency missions and programs by assisting directly and effectively in the recruitment, development, utilization, and management of human resources.

HRM officials advise and assist management on all aspects of human resources management, labor relations and the regulatory and technical considerations of human resources management programs. Assistance to management will be planned and carried out on a continuing basis as an essential part of the human resources management program at each installation.

Authority pertaining to human resources management matters is decentralized to the level of management where human resources management operations are performed, except as limited for control purposes.

Uniform practices and procedures will be established for human resources administration throughout VA to the extent necessary and practicable with flexibility to meet human resources management goals in the most effective manner possible.

The Office of Human Resources Management (OHRM) provides exceptional leadership and support through human resources best practices and programs which enable VA to attract, develop, and retain the people who provide quality services to veterans and their families.

Human Resource Management encompasses the following areas:

- general administration
- classification
- staffing
- pay administration
- benefits
- work-life program
- performance mgmt
- employee recognition and awards
- employee management relations
- labor relations
- workforce planning
- records maintenance

The Office of Diversity Management and Equal Opportunity (DM&EEO) is a resource for the Administrations and staff offices in VA, supporting their efforts to develop a diverse workforce that reflects the veterans we serve and also fostering strategies to prevent complaints, discrimination, and sexual harassment in the workplace. The Office of Diversity Management and Equal Employment Opportunity provides leadership in creating and sustaining a diverse workforce free of discrimination at the Department of Veterans Affairs.

DM&EEO encompasses the following areas:

- affirmative employment
- complaints prevention
- internships
- Secretary's EEO awards
- special emphasis
- workforce analysis

The Office of Resolution Management (ORM) is responsible for the timely processing of complaints of employment discrimination filed by VA employees, former employees, and applicants for employment. ORM accomplishes its responsibilities through a network of Equal Employment Opportunity (EEO) professionals, which include full-time EEO counselors and investigators located at 12 field offices and 11 satellite offices nationwide. ORM also provides services outside VA.

ORM encompasses the following areas:

- dispute resolution
- education and training
- financial management

The Office of Administration provides quality services in facilities management, cable plant management, telephone systems, audiovisuals, nationwide occupational safety and health programs and other administrative areas to VA Headquarters and to other customers nationwide.

The Office of Administration encompasses the following areas:

- property management
- transit benefit program
- VACO health unit

HR uses the following general data classes. Personnel data includes all data relating to the employee from an HR standpoint, including personal, compensation, benefits, etc. Complaints include EEO and discrimination complaints, and their tracking and resolution. Resolution management includes data such as reference data on methods and techniques. It also includes training and education information related to resolution management. Administrative data includes data related to materials and other physical assets, mail processing and tracking, executive correspondence, and transportation.

The following paragraphs list the Office of Human Resources & Administration groups, and the locations they at which they operate.

Human Resources Management:

- VACO
- Topeka, Kansas (Shared Service Center)

Diversity Management and Equal Employment Opportunity:

- VACO

Resolution Management:

- VACO
- 12 field offices, 11 satellite offices:
- Bay Pines Field Office
- Bedford Field Office
- Cleveland Field Office
- Hines Field Office
- Houston Field Office
- Leavenworth Field Office
- Little Rock Field Office
- Los Angeles Field Office
- Lyons Field Office

- Palo Alto Field Office
- Vancouver Field Office
- Washington, DC Field Office
- Information Technology Support Division
- Other government agency sites

Administration:

- facility site manager for six Washington area locations
- U.S. Kids Child Development Center, Washington, DC

The Veterans Benefits Administration HR functions operate at the following locations:

- Office of Human Resources (20A2), Washington, D.C.
- Human Resources Center – Baltimore, MD
- Human Resources Center – Denver
- Human Resources Center – Detroit, MI
- Human Resources Center – Jackson, MS
- Human Resources Staff (25), Philadelphia, PA

The Veterans Health Administration HR functions operate at the following locations:

- Each VHA facility and VACO.

3.14.1 Applicable Drivers

External Drivers	Description
US Code	Title 5, Title 38
Office of Personnel Management	Various directives, eGov initiatives
Executive Orders	Various
Comptroller General	Various
Public Law	Various

Internal Drivers	Description
VA Handbooks, Notices, Directives	Various
VHA handbooks	Various
Workforce Planning	The VA workforce can lose a majority of its senior employees over the next 5-10 years due to retirement and other separations. This drives many of the HR functions to examine how the VA of the future will meet veteran's needs.

3.14.2 Key High Level Data

Data Class	Description
Personnel	Includes all data related to an employee, including personal, compensation, benefits, etc.
Complaints	EEO and discrimination complaints, labor grievances, and their tracking and resolution.
Resolution management	Includes data such as reference data on methods and techniques. Includes training and education information. Will link to Personnel data.
Administrative	Includes data related to facilities, cable plants, telephone systems and other physical assets managed by HR&A.

3.14.3 Primary Locations

Facility (Office of Human Resources and Administration)	Description
VACO	Human Resources Management; Diversity Management and Equal Employment Opportunity; Resolution Management; Security and Law Enforcement, Administration.
Human Resources Management	VACO, Shared Service Center in Topeka, Kansas.

Facility (Office of Human Resources and Administration)	Description
Resolution management offices	12 field offices, and 11 satellite offices: <ul style="list-style-type: none"> • Bay Pines Field Office • Cleveland Field Office • Hines Field Office • Houston Field Office • Information Technology Support Division • Leavenworth Field Office • Little Rock Field Office • Los Angeles Field Office • Lyons Field Office • Palo Alto Field Office • Vancouver Field Office • Washington, DC Field Office
U.S. Kids Child Development Center	Washington, D.C.

Facility (VBA)	Description
Office of Human Resources (20A2)	
Human Resources Center – Baltimore	
Human Resources Center – Denver	
Human Resources Center – Detroit	
Human Resources Center – Jackson	

Facility (VHA)	Description
All VHA facilities	Most, if not all, VHA facilities have their own HR department.

3.15 Training and Education

The Department of Veterans Affairs offers programs for expanding employee skills and abilities, enhancing individual and team performance, and creating a climate of continuous learning in support of the Department's strategic initiatives. USC Title 38, Section 7302 and Title 5, 5CFR Chapter 410, “ requires VA to provide education and

training of health personnel to better serve America's veterans." One of the goals in The Department of Veterans Affairs Strategic Plan for Employees (2001-2006) is to provide consistent, reliable, and accurate information to its employees. Training and education are integral to helping employees develop competencies for success within their job function.

In order to support a diverse workforce, VA provides a variety of training programs and solutions that meet the needs of its employees. VA endorses and supports educational programs which train all VA staff for flexibility and that will give employees a greater role in the development of their careers by leveraging resources across the Department, the private sector, federal agencies and academia.

A large number of both external and internal drivers continually influence the Training KEFs. Internal drivers include the following:

- One VA
- VA Strategic Goals
- VA Strategic Plan for Employees (2001-2006)
- Secretary's Priorities
- VBA Circular 20-99-3, VBA Policy on learning within the organization
- VA Employee Handbook
- VA sponsor Baldrige Program
- Workforce Planning and Succession

External drivers include the following:

- The Computer Security Act of 1987, Pub. Law 100-235, and 5 CFR 930.301-30 requires periodic computer security training that spells out the department's policy, procedures, and employee role and responsibility in computer security.
- 5 CFR 2638.703 requires that each new agency employee be provided within 90 days of his/her entrance on duty, the ethics materials specified in 5 CFR 2638.703.
- Title 5, 5 CFR, Chapter 410 outlines training regulations, including funding training programs, employee responsibilities, agency responsibilities, training for promotion or placement, training to obtain an academic degree, and records.
- 5 CFR, part 412 requires that all employees who are appointed as supervisors, managers, or executives be provided leadership training appropriate to their positions.
- National Archives and Records Administration (NARA) General Records Schedule
- Executive Order (E.O.) 11348 as amended by E.O. 12107, providing for the further training of Government employees
- E.O. 11895, Delegating Authority of the President to Designate Individuals Appointed by the President to Receive Training
- E.O. 13111, Using Technology to Improve Training Opportunities for Federal Government Employees

- E.O. 13160, Nondiscrimination on The Basis of Race, Sex, Color, National Origin, Disability, Religion, Age, Sexual Orientation, and Status as a Parent in Federally Conducted Education and Training Programs
- Changes in technical infrastructure, and learning methodologies have driven the need to provide training for various computer applications using the latest network and interactive multi-media technology.
- The aging veteran population further impacts the type of training programs needed for VA health care professionals to provide the best care as veteran's age.
- OPM Training Policy Handbook (HRD 97-01)
- Joint Commission on Accreditation of Healthcare Organization (JCAHO)
- Occupational Safety & Health Administration (OSHA)

Administration of training affects the following stakeholders:

- VA Employees
- VA Trainers
- Vendors
- Accreditation and Oversight Bodies.

The training KEFs are supported by performance of the following five high-level functions:

1. Learning and Content Management
 - Educational Material
 - Training Content
 - Material Presentation
2. Managing Employee Training Development
 - Manage Learning Opportunities
 - Employee Development
3. Learning Delivery
 - Online eTraining
 - Satellite Networks
 - VA Conferences
 - Vendor Training
 - External Conferences
 - VA Sponsored Classroom Training
 - On the Job Training
4. Personal Information & Tracking (Training) Management
 - Manage personal training information

5. Training Cost Management

- Track cost associated with training
- Track individual employee training

The following general information categories are necessary to track employee training and education:

- Employee information
- Employee training history
- Training vendor information
- Training course information
- Training delivery
- Training requirements and guidelines
- Financial

VA provides a full range of training and education within all VA branch offices and headquarters in Washington, DC. Locations include the following:

- VA Central Office
- Employee Education Systems (10)
- VHA
 - VISNs (22)
 - Medical Centers (163)
- VBA
- VBA Regional Offices (57)
 - Veterans Benefits Academy
 - Technical Training & Evaluation Office
- NCA Offices
- Vendors

3.15.1 Applicable Drivers

External Drivers	Description
US Code Title 38, Section 7302	Requires VA to provide education and training of health personnel to better serve America's veterans.
Public Law 100-235 5 CFT 930.301-30 The Computer Security Act of 1987	This law requires periodic computer security training that spells out the department's policy, procedures, and employee role and responsibility in computer security.
5 CFR 2638.703	Code of Federal Regulations (CFR) - requires that each new agency employee be provided within 90 days of his/her entrance on duty, the ethics materials specified in 5 CFR 2638.703.

External Drivers	Description
5 CFR, part 412	Requires that all employees who are appointed as supervisors, managers, or executives be provided leadership training appropriate to their positions.
5 CFR, part 410	Training regulations, including funding training programs, employee responsibilities, agency responsibilities, training for promotion or placement, training to obtain an academic degree, and records.
National Archives and Records Administration (NARA) General Records Schedule	Administration Heads will maintain training records in accordance with 5 CFR 410.701, National Archives and Records Administration's (NARA's) "General Record's Schedule 1, Civilian Personnel", Part 29, Training Records, and OPM's "Guide to Personnel Record Keeping", 1998. Training documents are not to be maintained as permanent records in the employee's personnel folder.
OPM's "Guide to Personnel Record Keeping", 1998	Provides guidance on maintaining training records.
Executive Order (E.O.) 11348 as amended by E.O. 12107	Requires agencies to provide for future training of Government employees
Executive Order (E.O.) 11895	Delegating authority of the President to Designate Individuals Appointed by the President to Receive Training
Executive Order (E.O.) 13111	Using Technology to Improve Training Opportunities for Federal Government Employees
Executive Order (E.O.) 13160	Nondiscrimination on The Basis of Race, Sex, Color, National Origin, Disability, Religion, Age, Sexual Orientation, and Status as a Parent in Federally Conducted Education and Training Programs
US Code Title 38, Section 7302	Requires VA to provide education and training of health personnel to better serve America's veterans.
OPM Training Policy Handbook (HRD 97-01)	Outlines federal agencies training guidelines.
Joint Commission on Accreditation of Healthcare Organization (JCAHO)	Accreditation of health care organizations
Occupational Safety & Health Administration (OSHA)	Regulates employee safety in the work environment
Aging veteran population	By the year 2010, veterans will comprise 66% of all males age 85 and older. Training programs are used to effectively treat and care for this older population.

External Drivers	Description
Changes in technology	Changes in technical infrastructure and learning methodologies have driven the need to provide training for various computer applications using the latest network and interactive technologies.

Internal Drivers	Description
VA Strategic Goals and Secretary's Priorities	<ul style="list-style-type: none"> • Provide consistent, reliable, and accurate information to its employees. • Honor and serve veterans • Provide high-quality health care that meets or exceeds community standards. • Support National Goals • Focus medical research on military associated issues, particularly rehabilitation, spinal cord injury/paralysis, and biomedical concerns. • Improve the Nation's response in the event of a National emergency or natural disaster by providing timely and effective contingency medical support. • Ensure that national cemeteries are maintained as national shrines dedicated to preserving our Nation's history, nurturing patriotism, and honoring the service and sacrifice veterans have made. • One VA
VA Strategic Plan for Employees (2001-2006)	One of the goals in this plan is to provide consistent, reliable, and accurate information to VA employees.
VA Directive 5015 (Employee Development)	Dept of VA policy regarding employee development.
VBA Circular 20-99-3	VBA Policy on learning within the organization
Baldrige	Human resource focus—Examines how the organization enables its workforce to develop its full potential and how the workforce is aligned with the organization's objectives.

3.15.2 Key High Level Data

Data Class	Description
Employee Information	Employee's name, title, series, and grade
Employee Training history	This includes employee and course information, including, completion date, certification, hours, and subject.
Training Course Information	The title, content, date, duration, provider, location of the training, cost, vendor, approving official, and delivery mechanism.

Data Class	Description
Training Vendor Information	External or internal entity providing the training.
Training Guidelines	Within VHA and VBA business lines and mandatory federal training, there are minimum competency requirements and guidelines for certain occupations and employees.
Training Delivery	Computer Based Training, Web-based training, satellite(video & audio), conferences and classroom setting are all used to deliver training to VA employees nationwide.
Financial	Budget; Direct (paying out vendors, employee tuition, travel and reimbursement)& indirect cost (people's salaries, materials, resources, conferences, etc.) associated with carrying out the Training & Education function. This may also include inter-agency transfer of funds to cover training expenses.

3.15.3 Primary Locations

Facility	Description
VA Central Office	An office building in Washington, D.C. where management and budget oversight, policy and guidance are provided to all of VA operations.
VA Medical Center	A hospital that is owned, operated, staffed and operated by VA where medical, surgical or psychiatric care and treatment for sick or injured veterans is rendered.
VBA Regional Center	Regional Offices and those Regional Offices collocated with Medical Centers (VAMROCs) deliver benefits and services to veterans and their dependents. All VBA facilities process compensation and pension claims.
National Cemetery Administration, Memorial Service Networks, and National Cemeteries	NCA Central Office, Washington, DC and Memorial Service Network Offices, and 120 national cemeteries located nationwide provide burial space and memorial services to eligible veterans. NCA is also responsible for maintaining cemeteries as national shrines.

Facility	Description
VBA Office of Employee Development and Training (ED&T)	<p>The primary source for VBA employee training schedules, information, policies and documentation is located in the VBA Office of Employee Development and Training (ED&T). This office is responsible for the Veterans Benefits Academy, the Technical Training & Evaluation Office.</p> <p>VBA also provides specialized training that supports its major business processes including:</p> <ul style="list-style-type: none"> • Compensation and Pension Services • Education Services • Loan Guarantee Services • Vocational Rehabilitation and Employment Services
Employee Education Services (EES)	<p>The VHA's education and training organization, specializing in quality products and services for continuous learning and performance improvement. EES programs keep pace with the profound changes affecting VA and those who care for our nation's veterans. EES staffs are positioned in VISNs across the country to support the National Training Priority Areas established by the VHA Integration Advisory Council. There are 10 Employee Education Resource Centers to better partner with clients and customers.</p>

3.16 Functional Consolidation and Integration Opportunity: Registration and Eligibility

Registration and Eligibility is a fundamental process that spans the VA enterprise, and supports each of the identified VA lines of business. Traditionally, Registration and Eligibility has been implemented on a vertical basis with significant overlap and redundancy in eight of the ten EBFs across the Department. It has been identified in VA strategic planning documents as a critical enabling function and is an identified priority in developing the One-VA EA. The Secretary's Strategic Plan directs VA to "Simplify the administrative rules and regulations governing the application and eligibility determination process" and "Provide veterans with easy access to information and the opportunity to interact with VA for benefits and services, at a convenient time and place. Veterans, service members, and educational institutions will have the opportunity to obtain information, apply for benefits and/or interact with VA through the Internet and toll free telephone service." For these reasons, the One-VA EA effort has chosen to extract related functions, subfunctions, data classes and processes located in the vertically oriented baseline state and create this new KEF to recognize and take advantage of the opportunity for functional consolidation and integration.

The future vision of the One-VA Registration and Eligibility process is driven by VA's reaffirmation that serving the veteran is our overriding goal. The VA Strategic Plan

projects that “over 1,000 veterans service representatives will . . . retire” during the next five years. A number of strategies relevant to the Registration and Eligibility Process designed to address this problem include:

- Veterans will be able to submit applications for benefits by using the Internet. Enhanced training of employees, the development of information technology tools, the reduced reliance on paper, and the simplification of rules and regulations will improve VA’s interaction with veterans.
- Veterans applying for benefits will be assigned case managers who they can contact to obtain information and resolve questions about their claims. This effort will result in improved veteran satisfaction, improved cycle time for claims processing, and improved accuracy.
- Through the cooperation of regional offices and VA medical centers, and partnership with the Department of Defense, VA will conduct medical exams for compensation claims at military discharge sites. This will improve the eligibility process for compensation, health care, and vocational rehabilitation benefits. VA will also consolidate interaction with DoD for the maintenance and bi-directional exchange of veteran information related to registration and eligibility.
- Some VA facilities will implement a cross training model on compensation and pension examinations between VA health examiners and rating board members. Thanks to One-VA partnerships, states like Alaska, California, Florida, Illinois, Mississippi, Vermont, and the District of Columbia have already adopted or are in the process of adopting this best practice by modifying the program to fit their unique needs. At some locations, a rating specialist is assigned to a medical center to address veterans’ questions at the time of their exam or a nurse practitioner is assigned to and trained at a regional office on rating procedures.
- VA’s succession planning efforts will match skills and competencies to recruit and retain a highly qualified, diverse workforce. VA will align skills and competencies to achieve specific organizational outcomes. Training programs will be developed to consistently deliver required training that meets the changing needs of employees and the organization.”

Each of these strategies either directly or indirectly relies upon a consolidated, consistent, and integrated enterprise-wide Registration and Eligibility process.

The CIO has responded to the Secretary’s Strategic Plan by incorporating these strategies in the Information Technology Strategic Plan. The CIO Council will encourage initiatives to “Apply technology to VA business processes, such as telephone-based, One-VA veteran service representatives; expert system utilization for determination of potential

benefits eligibility; common customer service environment (CSE) graphical user interface; and gateway-resident CSE transaction broker and interface engine.”

The Registration and Eligibility process has been specifically identified in the VA Strategic Plan as a cross-cutting issue that is already being undertaken to “Provide an infrastructure that will allow veterans to conduct businesses with VA electronically, to access and/or update personal information and to process transactions and provide a unified and consistent view of this information.”

The Plan proposes an “Expert system for determination of potential benefits eligibility and ensure access to service record and eligibility data, to include:

- enrollment
- Beneficiary Identification and Record Locator System (BIRLS)
- authoritative copy of record for customer identification data
- electronic imaging, indexed storage, and VA-wide retrieval on demand of claim information.”

The business analysis and engineering activities described in preceding subsections has confirmed that consolidating Registration and Eligibility across the enterprise is not only achievable, but is a near term opportunity that will significantly impact achieving stated One-VA goals. The “as-is” Registration and Eligibility process is implemented independently among several VA business lines and is described more completely in Chapter 4. The “to-be” Registration and Eligibility process consolidates these duplicative implementations into an enterprise-wide process and is also described in Chapter 4.

A consolidated R&E function has several immediate benefits and will:

- Ensure fair and consistent application of governing laws across the enterprise,
- Codify enterprise expertise and corporate knowledge in determining eligibility.
- Simplify implementation and rollout of new or modified legislation,
- Achieve economies of scale by providing mechanisms for sharing eligibility and registration services and data across VA,
- Reduce training costs for VA employees who must determine eligibility, and
- Reduce life cycle maintenance costs.

This will then ultimately improve service and responsiveness to beneficiaries.

3.16.1 Applicable Drivers

The external drivers that are source requirements for a Registration and Eligibility process are primarily Congressionally mandated legislation that define the conditions under which benefits are to be granted to an applicant. The internal drivers are contained

within the VA goals and objectives outlined in the Strategic Plan. Each driver is already covered in a previous subsection and so they are not repeated here.

3.16.2 Key High Level Data

The data required to register an applicant and to determine potential benefits eligibility consists of personal information about the applicant, relevant military information, and information about qualifying events such as specific battles or campaigns in which the applicant participated. These data items are described at a high level in previous subsections, and are covered at a more detailed level in Chapter 4 when the “as-is” and “to-be” Registration and Eligibility processes are discussed.

3.16.3 Primary Locations

The Registration and Eligibility process is pervasive throughout the enterprise as essentially a starting point for virtually all activities related to a beneficiary. Therefore, access to the Registration and Eligibility process is required at nearly all VA locations identified in previous subsections for the EBFs and KEFs.

3.17 Functional Consolidation and Integration Opportunity: Contact Management

Contact Management is a fundamental and strategic function that integrates many potentially disparate VA service organizations. It is crucial for creating a One-VA perspective for the veteran and for those who provide customer service support to the veteran. Providing world class service to veterans requires that VA embrace various best practices found in government, commercial industry, and automation that certain areas in VA have moved towards, and make them available throughout VA. The need for VA to offer consistent, timely, accurate, and complete health and benefit services to the veteran will require the ability to provide a consistent and common interaction between the veteran and VA. This will require a Contact Management function that offers common services, consistent processes and information delivered, and shared best practices to diverse support teams. Contact Management, however, does not necessarily imply the consolidation of physical assets. As these services grow in complexity in terms of inter-departmental relationships and interdependencies with other commercial and government programs, the need for VA service representatives to efficiently manage the growing complexity requires a common and consistent view of the veteran's interactions with the organization.

Contact Management will allow VA to resolve the majority of contact issues from veterans, their beneficiaries, and third parties. In some areas, this involves the movement or rotation of personnel to support a contact role as those business practices require subject matter experts to handle a large number of issues. The Contact Management function needs to integrate industry and government best practices regarding customer service and interaction center operations, and provide integrated access to related VA employees in order to facilitate better service to the veteran. All forms of communication are encompassed in Contact Management. All customer service related-contacts with the veteran should be logged, tracked, and appropriately processed in a consistent manner. These contacts include the following types:

- Phone calls
- Email
- Face to Face
- Letter
- Fax
- Internet (Instant Messaging, chat, etc.)
- Electronic media (Automated notification)

An integrated Contact Management function not only provides a common information basis throughout the department and provides appropriate access to information through service related roles and responsibilities, but also provides a place for all communication to be stored and noted. The synchronization and synthesis of these diverse touch points will facilitate a “One-VA” face to the veteran and help VA customer service employees provide world class customer support and a holistic view of their situation. Certain capabilities warrant 24x7 availability. The Contact Management function can respond to the growing veteran population’s needs by increasing efficiency regarding cross administration collaboration, increased use of automation and self-service (such as using advanced phone scripting, web self service, and less redundant case data collection). The function also needs to access and respond to multiple languages for its diverse population. The ability to support more than one language needs to be embraced in not only call center capabilities, but also self-service web and other customer service interfaces.

As the integrated Contact Management function evolves, a greater focus on outbound customer service will be utilized to help educate, disseminate and provide superior support of veteran related health and benefit issues. The Contact Management function will help deliver and maintain state-of-the-art contact lists that can drive both traditional and electronic customer communication and outreach. Thus, the Contact Management function will become the core competency governing all customer service activities within VA. It will be both interventional and proactive (e.g., outreach activities, offering targeted content. based on veteran profile). Also, managing privacy and risk will be integral to the overall strategy.

3.17.1 Applicable Drivers

The primary driver for a Contact Management function is the VA Strategic Plan. Objectives stated in the Strategic Plan lead to the following derived drivers and design goals:

External Drivers	Description
Customers and Stakeholders	Customer (veteran, beneficiary, or 3 rd Party Agent)
VA IG Report (June 1996)	IG identifies the types of calls serviced by VA and stated that the administration was not meeting telephone customer standards.

Internal Drivers	Description
Strategic Goal 1 Objective 1.2	VA will provide veterans with easy access to information and the opportunity to obtain benefits and services at a convenient time and place. Veterans, service members, and educational institutions will have the opportunity to obtain information, apply for benefits and/or interact with VA through the Internet and toll free telephone service.
Strategic Goal 1 Objective 1.1, 1.2 VBA Strategic Goals	To provide easy access to medical knowledge, expertise and care, the Contact Management function must form an environment to help facilitate such service to the veteran. As the veteran population increases, it is part of the strategic plan to improve veteran outreach, and convenient access provided by the Contact Management function makes veterans more aware of benefits to which they are entitled. Moreover, enhanced due process results in more grants of benefits being sought by the veteran.
Strategic Goal 1 Objective 1.2	Enhanced telephone service and information centers will provide easy access to information and services. Veterans will be able to access information and services by phone and via the Internet anytime, 24 hours a day/seven days a week.
Strategic Goal 1 Objective 1.2	Veterans will be able to submit applications for benefits by using the Internet. Enhanced training of employees, the development of information technology tools, the reduced reliance on paper, and the simplification of rules and regulations will improve VA's interaction with veterans.
Strategic Goal 1 Objective 1.3	Veterans applying for benefits will be assigned case managers who they can contact to obtain information and resolve questions about their claims. This effort will result in improved veteran satisfaction, improved cycle time for claims processing, and improved accuracy.
Strategic Goal 1 Objective 1.2	VA also needs to respond to its own changing work force. To avoid a 2-3 year skill gap that will exacerbate service delivery challenges, VA has developed a comprehensive succession planning strategy to address the loss of experienced decision-makers. Through recruitment efforts and comprehensive training initiatives, VA will recruit, train and place the staff it needs to process claims and deliver improved service to veterans.

Strategic Goal 1 Objective 1.2	VA's succession planning efforts will match skills and competencies to recruit and retain a highly qualified, diverse workforce. VA will align skills and competencies to achieve specific organizational outcomes. Training programs will be developed to consistently deliver required training that meets the changing needs of employees and the organization.
Strategic Goal 1 Objective 2.2 One-VA Vision of Information Technology Enhanced Customer Service	VA will maximize direct contact with the veteran through the case management approach and through the use of information technology and improved workforce skills. This effort will result in improved veteran-customer satisfaction, improved cycle time for claims processing, and improved accuracy.
Strategic Goal 1 Objective 1.1	VA will inform service members and veterans of the benefits and services to which they may be entitled. VA will enhance outreach to transitioning service members through alliances with other federal agencies and enhance outreach for service members with disabilities and other special groups of individuals transitioning to civilian life.
Strategic Goal 1 Objective 2.2 VBA Performance Measures	VA will assess the work processes, organizational structure, performance measures, and related workforce factors to improve operational effectiveness and efficiency. VA will use innovative information management and technologies, as well as partnerships with training institutions, to improve service to veterans.
Strategic Goal 1 Objective 2.2	VA will build or enhance partnerships with DOD, educational institutions, and other organizations to improve delivery of education benefits. Service members are provided information about the Montgomery GI Bill upon entry to active duty. At various periods during military service, service members are provided additional information related to educational benefits.

3.17.2 Key High Level Data

The Contact Management function will require diverse data that depends considerably upon the type of service required by the veteran. Therefore, it will require access, subject to appropriate privacy and need-to-know considerations, to effectively all information contained within the enterprise about the veteran, laws related to benefits, medical information, and benefits offered by VA. Data requirements for the Contact Management function are discussed more completely in Chapter 4.

3.17.3 Primary Locations

Similar to Registration and Eligibility, the Contact Management function is pervasive throughout the enterprise as essentially a starting point for many activities related to a beneficiary. Access to Contact Management processes is required at nearly all VA

locations identified in previous subsections for the EBFs and KEFs. Existing Call Centers and other customer service operations do not necessarily need to change; the Contact Management function is a virtual service to all who participate in customer service related activities in VA.